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Nestlé shake-up
Boardroom change
signals end of an era

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Fans flock to hear
the sage of Omaha

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Burning passions
Environmental headache
for cement companies

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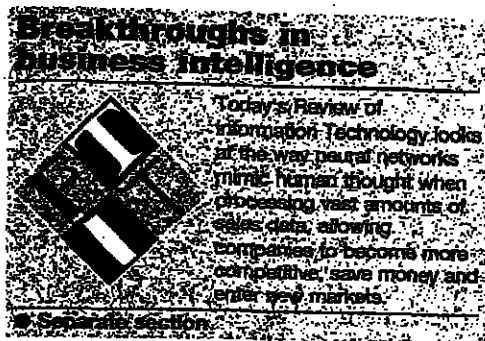


Today's survey
The European
film industry

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World Business Newspaper <http://www.FT.com>

WEDNESDAY MAY 7 1997



German jobless
still rising in
weak recovery

News of rising orders promised further manufacturing-led growth in Germany, but the highest April jobless figures since 1945 showed recovery is still too weak to cut unemployment. The federal labour office reported that unemployment fell by 130,400 to 4.35m in April from March, reducing the unadjusted jobless rate from 11.7 per cent to 11.3 per cent. But unemployment, after adjustment for seasonal variations, rose 8,000 in the month to 4.3m. While the seasonally-adjusted jobless rate stayed unchanged at 11.2 per cent, last month's total was 379,800 higher than last April's. Page 2

CVRD auction suspended: An auction of shares in Brazil's Companhia Vale do Rio Doce (CVRD), the world's largest iron ore producer, was dramatically suspended after a group of the company's employees won an injunction against the sale while bidding was taking place. Page 16

Nazi gold in London: Some of the Nazi gold lying in Bank of England vaults may well have come from concentration camp victims, the UK foreign office conceded. Foreign secretary Robin Cook announced that Britain intended to host a conference on the issue. Page 16

French clash on privatisations: The combatants in France's election campaign clashed on the issue of privatisation, with the centre-right government insisting on the financial need to continue state asset sales. Page 2

World Bank leads sterling charge: Sterling's rally on the currency markets touched off a rush of bond issues that matched the highest daily volume of sterling-denominated issues this year. Page 17

Charges against former Indian PM: An Indian court framed formal charges against Mr P.V. Narasimha Rao, former prime minister, and 19 other politicians in a vote-buying scandal. The judge rejected a request that Mr Rao's successor as Congress party leader, Sitaram Kesri, be summoned in the same scandal. Page 6

EU wary of tax poaching moves: Taxation experts meeting in Brussels discussed options for a code of conduct to stop unfair tax competition among the 15 member states of the EU - but several delegations indicated that they would not want a code to be legally binding. Page 3

Grey power in Poland: The Polish government's plan to move towards a privately managed, fund-based pension system has received welcome support from the fast-growing pensioners' rights party. Page 3

Italian mini-budget vote: A vote of confidence called by Italy's centre-left government in support of the L15,500bn (\$9bn) mini-budget unveiled at Easter passed easily yesterday in the chamber of deputies. Page 3

EU budget fraud rises: Fraud against the European Union's budget rose sharply last year, with criminals siphoning off some Ecu1.3bn (\$1.5bn) of taxpayers' money compared with Ecu1.1bn in 1995. Page 2

INI and Auchan links: INI, the Agnelli family holding company, and French retailers Auchan agreed to pool their Italian interests to form a \$5.2bn retailing group. Page 17

Ukraine's prime minister: Pavlo Lazarenko, defended himself against allegations of corruption in a public relations effort aimed at western governments. Page 3

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STOCK MARKET INDICES		GOLD	
New York Composite	7233.35 (+18.65)	New York Gold	\$340.2 (\$43.0)
Dow Jones Ind. Av.	7233.35 (+18.65)	London	close \$342.75 (\$39.9)
NASDAQ Composite	1551.17 (+8.07)		
Europe and Far East		DOLLAR	
CAC40	2551.93 (+20.91)	New York Composite	7233.35 (+18.65)
DAX	3088.28 (+39.5)	Dow Jones Ind. Av.	7233.35 (+18.65)
FTSE 100	4519.3 (+63.7)	NASDAQ Composite	1551.17 (+8.07)
Nikkei	20,180.92 (+666.17)		
US LUNCHTIME RATES		OTHER RATES	
Federal Funds	5.75%	UK 3-mo Interbank	5.75% (61.94)
3-mth Treas. Bill	5.100%	UK 10 yr Gilt	101.2 (98.2)
Long Bond	9.0%	France 10 yr OAT	98.52 (98.52)
Yield	6.882%	Germany 10 yr Bund	102.02 (101.90)
		Japan 10 yr JGB	104.0355 (103.146)
NORTH SEA OIL (Argonne)		STERLING	
Brent Dated	\$17.77 (17.77)	DM	2.8198 (2.797)

Brown switches decision-making to Bank of England in radical move

Chancellor surrenders control of UK rates

By Robert Chote and Wolfgang Münchau

Mr Gordon Brown, the UK chancellor, yesterday surrendered control of interest rates to the Bank of England in a revolutionary attempt to reassure financial markets that the new Labour government will not take risks with the economy for political ends. The move brings the UK's central bank much more in line with other European central banks and constitutes a key preparatory step for the UK's participation in European economic and monetary union. European monetary officials welcomed the move as a step in the right direction. Opinion in financial markets was divided over whether the granting of operational autonomy would increase the chances of early UK participation in Emu. In order to prepare the Bank for the independence it has long sought, Mr Brown announced a series of reforms to its internal structure, which he described as the most radical since its establishment more than 300 years ago.

"We must remove the suspicion that short-term party political considerations are influencing the setting of interest rates," he said. "The government will continue to set the inflation target and the Bank will have responsibility for setting interest rates to meet the target." Financial markets reacted enthusiastically, with expectations that inflation will fall in the future and push down long-term interest rates. But the pound rose sharply on the news, threatening to worsen the imbalance within Britain's



UK chancellor Gordon Brown yesterday: Removing "party political considerations" from the setting of interest rates

"two-speed" expansion. In his first and last monthly monetary meeting with Mr Eddie George, the governor of the Bank, the chancellor also decided to raise interest rates by a quarter-point to 6.25 per cent. The governor agreed with

the decision, which he had been urging unsuccessfully on Mr Brown's Conservative predecessor. "My judgement is that we have inherited a situation in which, in the absence of corrective action, inflation will overshoot the government's

inflation target next year," Mr Brown said. The internal forecasts prepared for Mr Brown by Treasury officials suggest that underlying inflation - excluding mortgage interest payments - will be nearer 4 per cent than 3 per cent by the end of next year, an aide said.

Under the new regime, the formal inflation target will remain 2.5 per cent or less. Base rates will henceforth be

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NTT joins venture to develop Malaysia cybercity

By James Kynge in Kuala Lumpur and Michyo Nakamoto in Tokyo

Nippon Telegraph and Telephone, the Japanese telecommunications giant, will today form a joint venture company with several Malaysian companies to build Cyberjaya, a multi-billion dollar "intelligent city" which will be at the heart of what Malaysia hopes will be its version of California's Silicon Valley.

'Secret laboratory used in gold fraud'

Indonesia bans Bre-X and launches probe

By Bernard Simon in Toronto, Manuela Saragosa in Jakarta and Clay Harris in London

Bre-X Minerals workers used a secret laboratory in or near the Borneo city of Samarinda to carry out history's biggest mining fraud, according to the independent audit which proved the "world's biggest gold deposit" at Busang was a fake. Bre-X shares plunged to 6 Canadian cents when trading re-opened yesterday on the Toronto Stock Exchange. Although they recovered to 9 cents, the company valued at C\$8.8bn (US\$4.65bn) last year, is now worth less than C\$30m. The 150-page report by Strathcona Mineral Services, a Canadian mining consultancy, said the "salting" which introduced gold particles into samples from the Indonesian mine site was well organised and not an amateur operation. Although Strathcona did not try to identify the culprits, new evidence has fuelled suspicion about the death of Mr

Michael de Guzman, the Bre-X geologist who plunged from a helicopter in March. He was flying to a meeting with geologists from Freeport McMoRan Copper & Gold, the US mining company which was to have been Bre-X's Busang partner. Mr Jim Bob Moffett, Freeport's chairman, said Mr de Guzman "knew we were having problems confirming their assays. He was coming back to explain what he thought might be the problem." Freeport's finding of "insignificant" traces of gold at Busang prompted Bre-X to hire Strathcona to conduct an independent audit. After the Strathcona report, Freeport withdrew from Busang as did Nusamba, Bre-X's local partner in which Indonesia's President Suharto has an indirect interest. The Indonesian government yesterday banned Bre-X and affiliated companies from the country. Work at Busang was

suspended and licences awarded in 1995 for exploration of areas next to Busang's "richest" field were cancelled. Mr Ida Bagus Sudjana, mines and energy minister, said police would interrogate foreigners as part of an investigation into the disparity between Bre-X's and Strathcona's findings. He said: "Some people may think these actions are exaggerated but we think they are fair."

A harder line on foreign activity in the mining sector was evident. Mr Sudjana said the government had asked for a stake of "at least" 10 per cent in a copper and gold project being developed by Newmont Mining of the US. He said the request was based on "nationalistic interests". The Indonesian Observer newspaper yesterday described the Bre-X affair as the stuff of "second-rate airport paperbacks". Bre-X shares, which were suspended on Monday after the Strathcona report was published, had closed on Friday at C\$3.23. About 56m shares, a

quarter of the total in issue, had changed hands by early afternoon in Toronto and Montreal. Nasdaq halted trading in mid-morning.

A trader at Gordon Capital in Toronto said: "Everybody's been relatively calm, just trying to get away from the stock." Most of the buying was ascribed to covering by investors who had sold short in anticipation of a negative report from Strathcona.

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Scapegoat, Page 22
Newmont mine, Page 23
Commodities, Page 28
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Pakistan in \$100m eurobond issue

By Farhan Bokhari in Islamabad and Edward Luce in London

The Pakistan government is to issue its first international bond since Ms Benazir Bhutto was toppled from power last October, testing international reaction to the reform-oriented government of Mr Nawaz Sharif. The \$100m sovereign eurobond issue coincides with a government initiative announced yesterday to open the country's capital markets to foreign investors. The government hopes to encourage foreign investment in rupee-denominated Pakistani securities under the package of reforms. They include measures which could lead to the scrapping of the 60 per cent tax on the interest paid on Pakistani bonds which foreign investors are currently

required to pay. Foreign companies will also be free to trade Pakistani securities on the domestic secondary debt markets. Repatriation of profits on bond income would, however, still be subject to certain restrictions. Mr Shaim Ahmed Khan, chairman of the government's corporate law authority, the main regulator of companies and the stock markets, said: "We practically have no fixed-income or debt or bond markets at all," adding that the reforms would help to create one. The domestic corporate sector is tiny, with only four bond issues in circulation, totalling 2m Rupees. Businessmen welcomed the measures which come at a time when the country is

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Tokyo to resume selling NTT shares, Page 24

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EU budget fraud rises sharply

By Emma Tucker in Brussels

Fraud against the European Union's budget rose sharply last year, with criminals siphoning off some Ecu1.3bn (\$1.5bn) of taxpayers' money compared with Ecu1.1bn in 1995.

A large proportion of the losses ended up in the hands of organised international crime syndicates involved in drug smuggling, trafficking in human beings, car theft and money laundering.

But Ms Anita Gradin, commissioner responsible for tackling fraud in the EU, said the rise reflected a greater detection rate and a decision by the European Commission to target its efforts on large scale international fraud via Uclaf, its own anti-fraud unit.

In its annual report on fraud published yesterday, the Commission said that Uclaf uncovered 200 of the 450 cases detected last year but that these accounted for more than half the total sum lost. The other cases were handled by the member states.

The annual budget for the EU last year was Ecu22bn, financed principally from value-added tax, customs duties and agricultural levies paid on goods entering from outside the Union. Just under half went to subsidise agriculture, and a third supported underdeveloped regions. Some 15 per cent was spent on research and development, the environment and aid to non-member countries. Only this last part was handled by the Commission. The rest was administered by member states.

By far the biggest problem for the EU is the growing number of criminal organisations, generally established outside the EU but with a solid network inside, which smuggle in alcohol and cigarettes without paying excise or customs duties, or VAT.

Typically the goods arrive in northern EU ports, labelled incorrectly, or labelled as being destined for non-EU countries. The Commission estimates that total revenue lost is Ecu800m although it admitted that the real figure could be much higher. Italy, Spain and Germany are the main markets for smuggled cigarettes but the Commission fears other countries will soon be targeted as the criminal organisations, which use companies based in Switzerland, Liechtenstein, Cyprus and the Caribbean to launder money, become more sophisticated.

In the agricultural sector, 2,016 cases of fraud were detected involving Ecu345m - roughly 0.8 per cent of the agriculture budget. About 700 misadventures were carried out by farmers. There were also large cases of fraud involving regional funds, and even more involving social funds.

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Rising orders fail to provide enough growth to bring down unemployment rate

German jobless at post-war high

By Peter Norman in Bonn

News of rising orders and increased capacity use yesterday promised further manufacturing-led growth in Germany, but the highest April jobless figures since 1945 showed recovery is still too weak to cut unemployment.

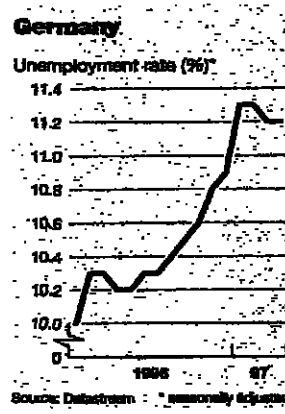
The Nuremberg-based federal labour office yesterday reported that unemployment fell by 130,400 to 4.35m in April from March, reducing the unadjusted "headline" jobless rate to 11.3 per cent from 11.7 per cent. But indicating no underlying improvement, unemployment after adjustment for normal seasonal variations rose by 8,000 in the month to 4.3m. While the seasonally adjusted jobless rate stayed unchanged at 11.2 per cent, last month's jobless total was 379,800 higher than

in April last year.

The latest rise in seasonally adjusted unemployment contrasted with financial market expectations of a 30,000 fall. Mr Bernhard Jagoda, the labour office president, blamed the disappointing figures on insufficient economic growth and warned that the economy must expand by more than 3 per cent to create jobs. "The business cycle is still too weak to produce a turnaround in the labour market," he said. "Growth of 2 per cent is not getting us off the starting blocks."

Mr Jagoda's warning came as separate figures for March manufacturing orders and capacity use pointed to moderate rather than rapid growth.

The Ifo economic research institute in Munich reported that western German manufacturers boosted use of



their plant and equipment to a seasonally adjusted 84.9 per cent in March from 83.2 per cent in December. The March reading was the highest since 86.1 per cent in June 1995, just before the growth pause of that year, and in the upper half of the range between the recession-

linked low of 77.6 per cent in September 1993 and the most recent high of 90 per cent in December 1990.

Ifo said industry would increase output in the months ahead and was especially hopeful about export prospects. But at the same time, manufacturers' orders in hand fell to an average of 2.6 months' work from 2.7 months at the end of 1996.

It was thanks only to a surge of large contracts that incoming orders rose in volume by 1.1 per cent, seasonally adjusted, between February and March, according to the Bonn economics ministry. Domestic orders were comparatively weak, increasing by 0.7 per cent, against a 2 per cent rise in orders from abroad.

Taking two months' figures, the ministry's preferred measure, orders were 1.5 per cent higher in Febru-

ary and March than in December and January. However, they were only 0.9 per cent up on February and March last year, when there was also a "hump" of big contracts and more working days than in 1997.

Manufacturers in eastern Germany reported exceptional order growth in the latest two months with increases of around 10 per cent compared with both the preceding two months and the same period of last year. Export orders for eastern German manufacturers jumped 51.4 per cent in February and March from the same period of last year.

However, such successes had no significant impact on Germany's east-west divide, with 17.1 per cent seasonally adjusted unemployment in the new Länder still well above the 9.8 per cent average for western Germany.

French clash on sale of state assets

By David Buchanan in Paris

The combatants in France's election campaign yesterday clashed on the issue of privatisation, with the centre-right government insisting on the financial need to continue state asset sales.

Mr Jean Arthuis, the finance minister, said privatisation of sound state companies had to go ahead to provide the money for the state "to do its duty" in recapitalising lame-duck public enterprises. The government is counting on the proceeds from selling shares in France Télécom and the Thomson-CSF defence company to recapitalise other companies to the tune of FF400bn (\$70bn) this year.

Mr Arthuis accused the Socialists

of letting state enterprises go "to the brink of bankruptcy" when they were in power, and claimed they were "preparing to raise taxes to refloat these companies".

Mr Arthuis' charge had a parallel with the recent EU election campaign during which the Conservatives said Labour would have to pursue privatisation if it was to stick to its pledge not to increase taxes, a promise that French Socialists have also made. Like Labour, although to a much lesser degree, the French Socialists yesterday reacted by slightly modifying their hostility to privatisation.

Mr Francois Hollande, the Socialist spokesman, said his party would take a pragmatic approach to state-controlled companies "which operate

in the competitive sector, which do not carry a public service role and where state participation is no longer necessary". In his interview with the business daily *Le Tribune* he said his party had no principled objection to the state selling small residual stakes in companies already privatised.

But Mr Hollande reiterated that "the state should keep 100 per cent of public service companies like France Télécom, La Poste, Electricité de France, Gaz de France and the SNCF railways". As regards the defence industry, he said that "we wish to maintain public control", a slightly vaguer formulation that could suggest just a majority state stake.

Privatisation had largely subsided

as an issue - with the left too weak in parliament since 1993 to contest it - until the controversial attempt last year to sell Thomson Multimedia to Daewoo of Korea.

Mr Hollande categorically ruled out "any renationalisation" of companies such as the Elf oil company, the Rhône-Poulenc chemical group or the UAP and AGF insurance companies, sold off by the centre-right since 1993.

However, the government's decision to delay the France Télécom partial privatisation until after the election, and the time-lag involved in its decision on the trade sale of Thomson-CSF, would give a victory to the left if the opportunity to halt these sales, which Mr Hollande said the Socialists would do.

Hungary plays by EU rules with steely determination

An exceptionally cheerful receptionist welcomes visitors to the Dösgyör steelworks at Miskolc in north-east Hungary. She, like her old-fashioned red telephone and the heavy smell of canteen cooking wafting from the works kitchen, has survived the ravages of recent economic reform.

Most of the 15,000 people who used to work at the plant were not so fortunate. Their jobs disappeared after the collapse of the former Soviet bloc economies - Dösgyör's principal markets. Now, of the 2,700 jobs that remain, it is hoped that just over half will be shored up through government aid worth FF25bn (\$137m) tied to a restructuring plan.

Mr József Nemeth, deputy director general, says the conditions attached by the Hungarian government, with one eye on Brussels, to the state bail-out are as tough, if not tougher, than conditions linked to similar restructurings of steel plants across western Europe, from Germany's Ekostahl and Klöckner works to the Bresciani mills of northern Italy.

"Our subsidies are less than the subsidies received by companies in the EU, especially those situated in the founding member states," he says.

The restructuring process at Dösgyör is part of the huge effort Hungary is making to conform with European Union competition rules ahead of accession early next century.

Hungary, along with the other nine frontline applicants for EU membership - Poland, the Czech Republic, Slovenia, Bulgaria, Romania, Slovakia and the three Baltic states (Estonia, Latvia and Lithuania) - has undertaken to comply with the rules and obligations of the single market. Not only does this mean banning state subsidies in all but a few defined circumstances, Hungary has also

had to implement legislation in the field of mergers, abuses of dominant positions and restrictive practices.

In Brussels the Commission official charged with overseeing the approximation of east European competition rules to those in the EU confirms the immensity of the task facing countries where less than 10 years ago, competition was a dirty word.

"They didn't have a competition law, because they didn't have a market economy; they didn't have the staff, the institutions, the legislation; they are really starting from scratch," he says.

But among the assorted economies lining up to join the EU, Hungary, the Czech Republic and Poland are making steady progress.

Hungary has taken up the challenge with gusto. From a room overlooking the Danube river Mr Ferenc Vissi, president of the Office of Economic Competition, proffers a letter from Mr Alexander Schaub, head of the European Commission's competition directorate. The letter praises the office for its "remarkable effort" to simplify competition rules in the complex field of vertical agreements, exclusive deals between producers and distributors which hinder competition. Hungary, says Mr Vissi, is not only adopting EU competition policies, it is improving on them.

Privately, some Commission officials admit that the applicant countries have been able to learn from the EU's mistakes, cutting through some of the bureaucracy that hampers the administration of competition rules in Brussels.

But even if the rules are in place, the officials doubt that a competition culture has yet fully permeated the system. "The rules on anti-trust are in place in most countries, but sometimes the mentality of the past gets in

the way," says one official, citing the break-up of Poland's sugar monopoly.

The owners of the new entities knew each other and immediately sat down together, carved up the market and agreed on prices. Happily for the Commission, fines were subsequently imposed by Poland's fledgling competition office.

According to Mr Vissi, nurturing a competition culture in Hungary has been easier than in other former command economies because Hungary, which was a relatively prosperous country before the second world war, has competition rules dating back to the 1920s.

Furthermore, anti-trust rules and a ban on the abuse of dominance were adopted as early as 1994, a reflection of Hungary's tentative moves toward liberalisation.

This led to some odd contradictions, says Mr Vissi, who at the time was both deputy president of the national pricing office and also responsible for implementing the anti-trust laws. "It was quite a funny thing," he jokes. "In the morning hours we fixed prices, and in the afternoon hours we tried not to."

If the 1994 rules did not result in any court cases, they at least signalled life after the communist era had ended. In 1999 a competition action plan was adopted. It was updated last year to bring it more in line with EU

rules. The message, says Mr Vissi, is that companies who think they will get laxer treatment in Hungary than in EU countries should think again.

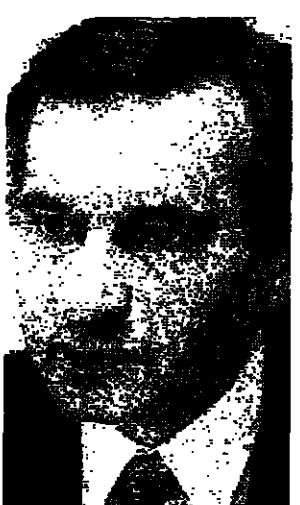
His warning is backed up by Mr Janos Bural-Kovacs, a lawyer who advised the government on the break-up of former state monopolies.

"There are market players who come to Hungary thinking they will face fewer controls, that they will be able to merge in a manner they can't do at home," he says. "They will have problems in the future because the Hungarian government is devoted to joining the EU."

Already, some of the cases caught by the new law have involved overseas investors. Polygram, the entertainment group, was fined FF1m for abusing its dominant position in the Hungarian CD and cassette market.

Progress is less clear-cut in the area of state aid. The European Commission - which polices aid in the EU - has no say at least until Hungary joins the Union. Until then it can only watch and exert pressure, although the applicant countries have agreed to model their state aid principles along those of the EU.

Aid paid out in east European countries is often more hidden than the restructuring grants paid to the Dösgyör steel works. It reaches companies via tax breaks, for example. Hungary has its own grey areas, not just in heavy industry, but also in



Ferenc Vissi: nurturing a competition culture

banking, where the government had to help the sector out of a crisis.

According to Mr Andras Inotai, head of Hungary's Task Force on European Integration, there is one good reason why state aid will not represent a large problem to his country's EU aspirations. "We have a lot of financial constraints and are simply not able to subsidise our companies," he says.

Countries such as Hungary are not blind to the true situation in the EU, where governments between 1992 and 1994 paid out Ecu43bn (\$48.5bn) in subsidies to manufacturing industry. It is perhaps not surprising that in summing up the progress made by the applicant countries on competition policy, one EU diplomat said: "Within 10 years or so, you will see the Czech Republic and Hungary surpassing certain member states."

Emma Tucker

EU Schengen accord near

By Lionel Barber in Brussels

The European Union is close to a deal which would bring the Schengen accord on border-free travel into the EU treaty, but with opt-outs for Britain and Ireland.

The prospective agreement would cover closer co-operation between national police forces, common policies on immigration and asylum, and the eventual lifting of all passport controls.

EU leaders view the creation of a common area of "freedom, security and justice" as one of the main selling points in the Maastricht II treaty which they hope to conclude next month at a summit in Amsterdam.

Securing the external frontiers of the EU and strengthening co-operation on asylum and immigration policy are viewed as essential before the 15 member states open enlargement talks with central and eastern Europe early next year.

The Dutch presidency unveiled a text in Brussels yesterday which would incorporate the 1985 Schengen Agreement, which provides for a gradual abolition of border controls among signatories, into the EU treaty. Officials stressed the precise role of the European Commission and the European Court of Justice remain subject to negotiation.

The new Labour government in Britain has reservations about the Court and Commission playing central roles in justice and home affairs, despite a generally more co-operative line on European affairs, indicated this would be possible.

"Ireland and Britain will remain as islands," he said.

The Dutch hope to assuage the British with a promise that the UK and Ireland could, at any time, accept some or all of the provisions of the Schengen agreement. This would cover sharing intelligence and computer information.

The text unveiled in Brussels underlines the Franco-German-led trend toward "flexible integration" among the 15 member states, whereby some countries which are able and willing can forge ahead of others.

Germany, France, Belgium, the Netherlands, Luxembourg, Spain and Portugal are full members of Schengen. Austria, Italy, Greece, Denmark, Finland and Sweden have signed but not yet fully implemented the pact. Norway and Iceland, which share a passport-free union with the EU's Nordic nations but are not members of the EU themselves, have co-operation accords with Schengen.

EUROPEAN NEWS DIGEST

Ex-Alcatel chief fined

The former chairman of Alcatel Alsthom, the French telecoms and engineering group, received a three-year suspended jail sentence and a fine yesterday for plundering company funds to pay for security work on his private homes.

Mr Pierre Suard, who resigned in June 1995 after being placed under judicial investigation, was convicted by a district court of abusing corporate funds and fined FF42m (\$945,000). The court in Evry rejected a prosecution call to jail him for six months.

Mr Suard, 62, was ordered to repay FF4.8m to Alcatel Alsthom, the cost of security systems installed in his three homes. He is still under investigation in a separate case involving alleged overcharging of France Télécom by Alcatel, which led to an investigating magistrate's order barring him from contact with other company executives and effectively forcing him to resign.

Reuter, Evry

Tax breaks for EU fleet

The European Commission yesterday adopted proposals designed to discourage "flagging out" of the European Union's shipping fleet by allowing tax breaks to the sector. Member states will be allowed to exempt shipping from fiscal and social charges, or to reimburse the charges.

According to the Commission, action is needed to prevent further decline in the flagged fleet of EU countries since this decline "goes hand in hand with loss of employment for EU seafarers and the loss of maritime know-how in the Union". Brussels also argues that the "flagging out" of ships to countries such as Panama, and Liberia affects safety.

At present about one-third of the world's fleet is owned by companies in the EU, but only 12 per cent of it is registered there. The reason for this is the disparity in costs, in particular corporate tax and wage-related charges.

Emma Tucker, Brussels

US positive about Emu

Mr Strobe Talbott, US deputy secretary of state, said yesterday that European economic and monetary union could be good for the American economy.

"We have no doubt that an Emu that cements an open single market and that sparks economic growth in Europe will be good for the American economy," he told a US-European Union conference at the State Department.

"If the EU emerges from this bold initiative able to play an even more active and constructive role on the world stage, that will be good for America too," he said.

Mr Talbott also noted that some in Europe "resist vehemently the idea that any nations to the east of what might be called 'traditional Europe' can ever be part of a larger, 21st century Europe." Citing Turkey he said: "We believe that view is quite wrong and potentially quite dangerous."

Reuter, Washington

Denmark unveils tax package

Denmark's centre-left government yesterday unveiled a tax package aimed at putting a gentle brake on consumer demand, modestly strengthening the central government budget and helping the environment.

The measures include higher taxes for motorists, a new tax on domestic air travel, and a cut in ticket prices on rail and bus commuter services. The measures will yield an extra DKr2.4bn (\$64m) in a full year, about 0.25 per cent of gross domestic product, but Mr Mogens Lykketoft, finance minister, has already indicated that further measures to tighten domestic demand in order to prevent the economy from overheating can be expected later this year.

The main new item in the tax package is a DKr75 per journey tax on domestic air travel, attacked as "discriminatory" by the airlines yesterday. But the minority government - the Social Democratic party and the Radical Liberals - has assured support for the proposals through an agreement with the two extreme leftwing parties in the Folketing, the Socialist People's party and the Unity List.

Hilary Barnes, Copenhagen

Finns ponder currency report

Efficiency gains from membership of a European single currency would exceed costs related to the change but Finland would still be vulnerable to external economic shocks, a Finnish government-commissioned report concluded yesterday.

The report, by a panel of economists and academics, said a successful adjustment might confer more stable economic growth. A credible European Central Bank would result in lower and more stable inflation, although Finland's collective pay bargaining system would require reform in order to keep a lid on nominal wage increases.

The report will form the platform for a statement by Finland's Social Democratic-led government later this month on the timetable and procedure for joining the proposed European monetary union.

Mr Paavo Lipponen's government is broadly in favour of participation in Emu from its planned inception in 1999 and Finland is one of only a handful of EU states already qualified to join under the EU's monetary convergence criteria.

Greg McIvor, Stockholm

Concern over bureaucrats' pay

Mr Werner Hoyer, Germany's secretary of state for Europe, said yesterday that Bonn wanted to rein in growth of pay and benefits of European Union officials by handing responsibility for salary increases to member states rather than the European Commission.

Citing pressure of public opinion about "bloated" salaries enjoyed by EU bureaucrats, he said that 12 out of 15 EU countries had signalled support for the move during discussions on a new EU treaty. Mr Hoyer said high salaries were tarnishing the EU's image at a time of sharp budget discipline to meet the goals of economic and monetary union.

Reuter, Brussels

Yeltsin urges army reform

President Boris Yeltsin has urged his armed forces to take action over corruption and move ahead with stalled reforms. But he reassured Russia's beleaguered military leaders that he would not support "thoughtless"

The army "could be more active and decisive" in modernising itself and moving toward a volunteer force, Mr Yeltsin said in an interview to be published today by the military newspaper *Krasnaya Zvezda*. Mr Yeltsin has promised to turn the armed forces, plagued by poor morale, deteriorating equipment and severe budget cuts, into a modern volunteer force by 2000. However, Mr Igor Rodionov, defence minister, said last month that Russia had no chance of creating a volunteer army before 2005. Phasing out the draft "would automatically mean the disappearance of the armed forces," he said.

AP, Moscow

Spanish budget surplus up

Spain posted a budget surplus of Ptas407bn (\$2.5bn) in April, up 45.3 per cent from a year earlier, Mr José Folgado, secretary of state for public finances, said yesterday.

In March Spain had a budget deficit of Ptas651.5bn, up 4.5 per cent from a year earlier, while in the first quarter the deficit rose 37.1 per cent to Ptas81.2bn.

Speaking to a parliamentary commission, Mr Folgado said revenue rose 10.4 per cent in April from a year earlier, while spending rose 4 per cent.

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NEWS: EUROPE

Haggling over amendments short-circuited as \$9bn package passes to Senate

Prodi wins mini-budget confidence vote

By Robert Graham in Rome

A vote of confidence called by Italy's centre-left government in support of the 115,500bn (\$9bn) mini-budget unveiled at Easter passed easily yesterday in the chamber of deputies.

The confidence motion was imposed by Mr Romano Prodi, the prime minister, to avoid lengthy haggling over amendments which threatened to hold up preparation of the 1998 budget and the annual three-year macro-economic guidelines.

It was the 22nd such confidence motion called by Mr Prodi's administration in just under 12 months. The mini-budget will now go to the Senate where there is a clear majority. However, the same procedure may yet be used to avoid further delays.

Even before the Easter financial package is through parliament, the government is expected to move quickly to finalise the outlines of the budget for 1998. Yesterday, Mr Vincenzo Visco, the finance minister, said he hoped that it would be necessary to find no more than the equivalent of 1 per cent of gross domestic product, or around 120,000bn, to hold the deficit down to the level required for European monetary union.

Last month, the European Commission estimated that, without any correction, Italy's 1998 deficit was likely to be 3.8 per cent of GDP. Predictions by commentators on the size of the package have varied between 1.8, 0.00bn and 1.25, 000bn.

Opposition parties and the business community have

attacked the mini-budget for lacking measures to introduce structural changes in spending and receipts. But the most controversial element has been the resort to an advance of the tax businesses pay on "exit" payments made to departing employees.

This was originally intended to raise 16,000bn, but fierce protests from Confindustria, the industrialists' confederation, have led to concessions. As a result, receipts from this measure will be some 1700bn lower.

Furthermore, in an attempt to placate the business community there will some scope for companies to take advantage of an amnesty on social security contributions that has already lapsed but will be now extended.

However, evidence of a tough hand at the Treasury is seen in further across-the-board ministerial spending cuts to save 11,300bn.

Official headline inflation for April was confirmed yesterday at an annual 1.7 per cent, a level not experienced

for three decades. Mr Visco foreboded a small technical rise this month. This would partly reflect higher postal charges which came into effect yesterday. They were introduced in the mini-budget to compensate for a 1500bn cut in state transfers to the loss-making postal service.

Economic analysts predicted inflation would move back towards 2 per cent in the second half of the year against a background of rising labour costs and a weaker exchange rate.

EU wary of moves to curb tax poachers

By Emma Tucker in Brussels

National taxation experts meeting in Brussels yesterday discussed options for a code of conduct to stop unfair tax competition among the 15 member states of the European Union, but several delegations indicated that they would not want such a code to be legally binding.

As tough a code of conduct as he would like.

"Some delegations made it clear that the sort of thing they could sign up to could not be legally binding," said one diplomat.

France and Germany have been particularly irritated by so-called "tax-poaching" particularly in the last few years as they have grappled to reduce their deficits ahead of economic and monetary union.

Spurred on by their complaints, Mr Monti established the group after the Dublin summit to look not just at tax competition, but also the gradual shift in the burden of taxation away from capital and on to labour - seen as damaging employment.

The Commission - which will reconvene the group in June to discuss the proposed code of conduct in more detail - said some of the examples collated by the member states did not represent a threat to the single market.

It has meanwhile prepared a package of taxation measures designed to strike a balance between the different interests of the single market.

Ukraine PM tries to win over west

By Matthew Kaminski in Kiev

Ukraine's prime minister, Mr Pavlo Lazarenko, yesterday defended himself vehemently against widespread allegations of corruption in an unusual public relations effort aimed at western governments.

The former collective farm boss, who has headed the government for the past year, took aim at "not objective" and "negative" western media coverage for spoiling his and Ukraine's reputation abroad.

Mr Lazarenko's comments, made at a press conference organised with the help of a Washington-based public relations company, are intended to quell unease among Ukraine's western allies - principally the US - that corruption is the main reason for faltering internal reform efforts in recent months.

He also promised renewed effort to push several critical tax reform bills and the 1997 budget through parliament and to secure the renewal of International Monetary Fund lending. He

said the tax laws could be passed by the end of the week.

However, in a sign of lack of economic policy co-ordination, Mr Lazarenko also said that Ukraine would not implement until after the budget was passed a plan to defend the country's currency, the hryvnia, between 1.7 and 1.9 to the dollar.

The moves suggest recent criticism of Ukraine's economic policies are hitting home and that the government realises that the evident shortcomings concerning the pace of privat-

isation, the lack of a budget and a poor investment climate have hurt its ambitions abroad.

Mr Javier Solana, Nato secretary-general, is due today to have talks with Ukrainian officials on a prospective charter agreement on closer co-operation. However, US congressmen last week called into question aid for Ukraine, the third largest recipient of US assistance, citing a poor investment climate.

"The lack of internal resolve hurts Ukraine in Brussels too," said a western diplomat in Kiev. "The US is not as willing to stick its neck out for Ukraine, partly because it is less paranoid about Russia."

The crux of the allegations surrounding the prime minister centre on his supposed involvement with United Energy Systems, an energy wholesaler to which Mr Lazarenko last year awarded a lucrative monopoly on natural gas sales.

"I have, and have never had, any connection with UKS," he said. "Nor have my close relatives."



Lazarenko: help from a PR company to boost image

'Grey power' begins to make presence felt in Poland

Christopher Bobinski on pension reform and the growing strength of the pensioners' party

The Polish government's plan to move towards a privately managed fund-based pension system has received welcome support from the fast growing pensioners' rights party. The latter's backing is also a sign that "grey power" could play an important role in this autumn's parliamentary election campaign.

The pension reform package has just been rushed through the cabinet and sent to parliament for approval as the government races to get it on to the statute book before the election campaign

starts. The changes envisage the establishment of private pension funds, receiving one fifth of the compulsory pension contribution which employers now pay, to fund the eventual retirement of those now under 30 years of age.

However, the reforms retain a low basic pension for all and contain entitlements for pensioners as well as those over 30 who are now at work. The new system would come into force at the beginning of 1999.

Support from the pensioners' party, representing those whom the government feared would be most vociferous in opposing change, makes it far more likely the reforms will be approved. Had the pensioners opposed the plan, politicians from the rightwing Solidarity Electoral Action, an umbrella body organised by the trade unions, would have been tempted to use the issue to attack the government, a coalition led by former Communists.

"The reform is needed because in 15 years' time Poland won't be able to afford the present system," says Mr Witold Gadoski, the pensioners' party expert on the issue and himself recently retired. They would have to make sure the new system was adequately funded, however.

The party, which claims 27,000 members spread across most of Poland, has seen its support in public opinion polls grow to 7 per cent in just a few months.

That level of support would be enough to get it into parliament. It is similar, for instance, to that commanded by the Polish Peasant party, junior member of the government coalition.

Moreover, the party has room for further growth as more than 30 per cent of the electorate are in the over-55 age group. It is also reaching out to others who feel they have been adversely affected by the free market reforms of the past seven years. Among these are small

craftsmen and traders who are being squeezed by the arrival of foreign mass retailers.

"We are the party of pensioners and those receiving state benefits, the unemployed and single mothers bringing up children and the physically disabled," says Mr Stanislaw Trzaska, head of the Warsaw branch. "And the party of future pensioners as well." That should be enough to win it 10 per cent of the vote in the election.

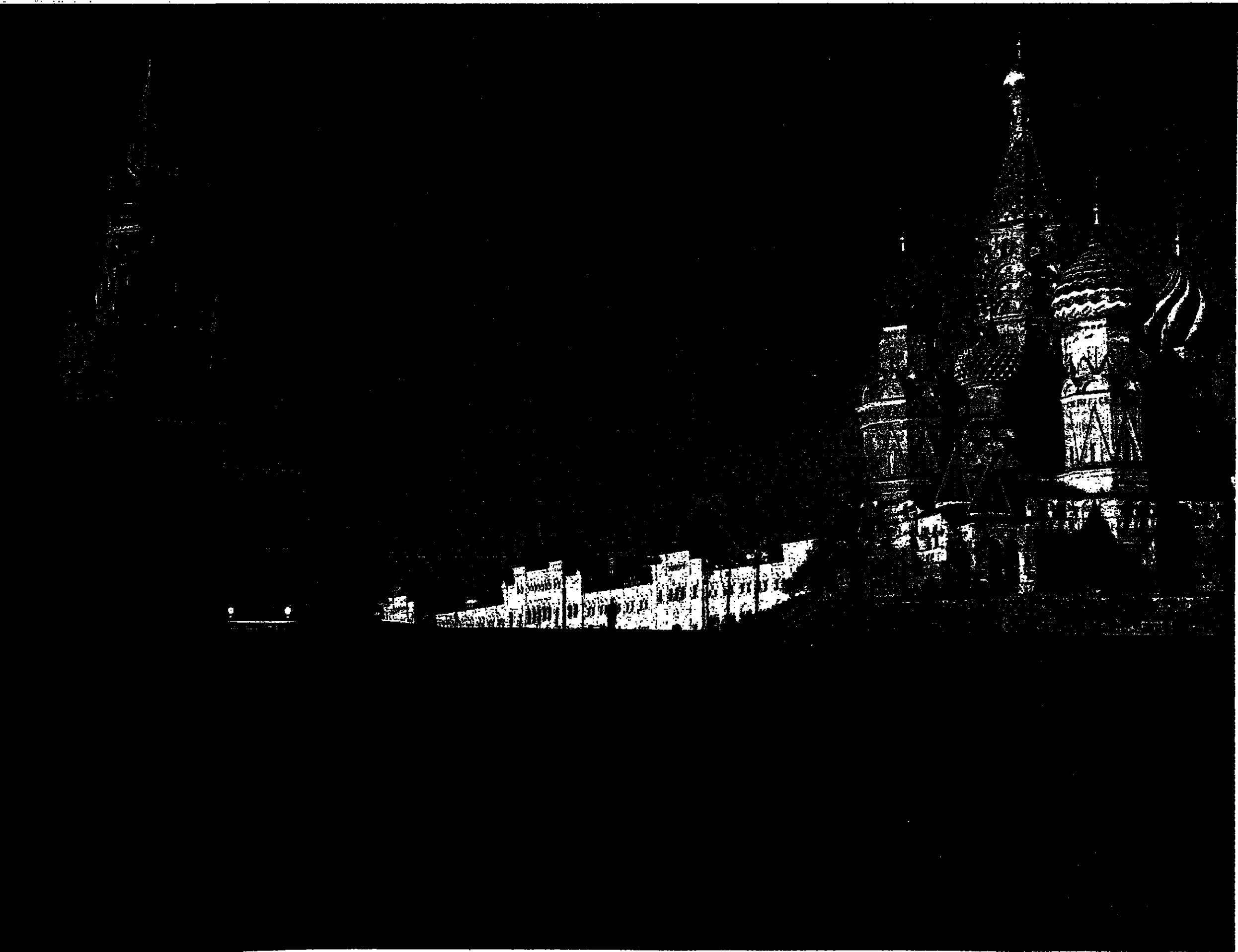
The party's drive is fuelled

by demands likely to strike a chord with the old, the lonely and the ailing. These include free travel on buses and trams for the over-70s, the establishment of summary courts to deal with mounting street crime, and cheap medicines for the elderly.

The party's political programme supports Polish membership of Nato and the European Union. It also argues that pensioners' problems can be resolved only by economic growth, which the

government should boost with investment and export incentives.

The former Communists and the opposition Solidarity Electoral Action are each likely to win 20-25 per cent of the vote. To form a government both would need to strike deals with the smaller parties. The pensioners say they are keeping their options open. They deny being a front for the Communists or that they secretly plan to form a post-election coalition with them. "Once the election result is in, we shall see what we shall see," says Mr Trzaska.



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NEWS: WORLD TRADE

Bell Labs to open facilities in China

By Alan Cane

Bell Labs, credited with inventing the transistor, the laser and the cellphone, said yesterday it was setting up laboratories in Beijing and Shanghai.

The multi-million dollar ventures will work closely with Chinese universities to develop telecom products and systems tailored to the Chinese market while giving Bell Labs access to the brightest young Chinese technologists.

Dr Dan Stanzione, Bell Labs president, said the biggest problem the Labs faced worldwide was recruiting enough high-quality staff. Despite the Labs' reputation, there is stiff competition for the best technologists from the fast-growing computer and communications industries.

Some 20 researchers are being hired from local Chinese universities to staff the new facilities.

Dr Carl Hsu, head of advanced technologies for the Labs, said the new facilities would be an extension of the advanced technologies group in the US. "The new team will conduct research on areas of optical, wireless and multimedia communications, digital signal processing, network planning and design and software."

China, with about three telephones for every 100 people, represents a big opportunity for the world's telecom manufacturers. The Chinese government is committed to raising the number of telephones per 100 citizens to 25 by 2000.

Bell Labs was part of AT&T, the largest US telecom operator, until the group was split into three separately quoted companies. Today the Labs are the research and development arm of Lucent Technologies, formed last year from the manufacturing activities of AT&T. Lucent has six joint ventures with Chinese companies.

Jakarta plans new 'national' car

By Heig Simonian and Marcella Saragosa in Jakarta

Indonesia, defying an international outcry over its national car policy, plans to launch a second model enjoying the same tax and tariff breaks as its controversial first vehicle.

Mr Soemirto Soerachmad, chief executive of Timor Distributor Nasional, the distributor of the national car, said the company had agreed with Kia Motors of South Korea to import the

Sportage, a small sports utility vehicle, from early 1998. The group's decision last year to start importing Kia's Sephia saloon, sold as the "Timor" in Indonesia, sparked a furious row with foreign car manufacturers.

Timor's rivals claimed it had gained an unfair advantage because of its exemption from Indonesia's high tariffs and luxury sales tax on cars. Last month, the Japanese government called on the World Trade Organisation to rule on whether the "national" car policy contravened Indonesia's free trade

commitments. Accusations of advantageous treatment for the Timor could intensify following the government's recent decision to instruct 10 private and three state banks to extend Rp1,300bn (\$536m) in loans to support the company's plans.

The move appears to contradict government policy to clamp down on credit growth. Although the central bank was known to have been under pressure to help the Timor project, bankers expressed surprise the lending consortium would be chaired by Mr Soedradjat

Djiwandono, the central bank governor.

The Sportage, a light-weight sports utility vehicle, called the J520i in Indonesia, will enter the biggest segment of the Indonesian vehicle market and should significantly undercut the competition. The vehicle would qualify for the same tax and tariff breaks enjoyed by the Timor.

Mr Soemirto said the price for the J520i "would be competitive" with the Kijang, a van-based passenger vehicle which is the country's most popular car. Prices for the

Kijang range from Rp30m to Rp50m (\$12,300-\$20,600).

However, Mr Soemirto indicated early batches of the new model might have to be imported from Korea in completely built-up form, pending completion of a new plant. Such a move threatens to fan the trade row in view of the outcry among Indonesia's trading partners at last year's decision to import 45,000 Timor vehicles from Korea. Production at the new plant, whose initial capacity will be 40,000 units a year, will not start until at least August 1998.

Fast track drifts into the slow lane

Guy de Jonquieres examines President Clinton's difficulty in winning backing in Congress for his free trade ambitions

Ms Charlene Barshefsky, the US trade representative, has spent much time lately canvassing Congress for a mandate to push ahead with international trade liberalisation. But the responses hardly seem encouraging.

President Bill Clinton said last week he was surprised and concerned by signs of dwindling support for free trade in both major political parties. He expected tough opposition on Capitol Hill to renewing the "fast-track" authority he needs to negotiate trade deals.

Mr Clinton nonetheless claimed a majority of legislators favoured giving him that authority, which commits Congress to vote on trade agreements without amending them. But his comments have troubled US businesses and other free-trade enthusiasts, who increasingly fear trade policy is being allowed to drift.

Lack of fast-track has already delayed Chile's membership of the North American Free Trade Agreement (Nafta) and threatens to limit Mr Clinton's bargaining power in talks on a free trade area embracing all the Americas. US officials

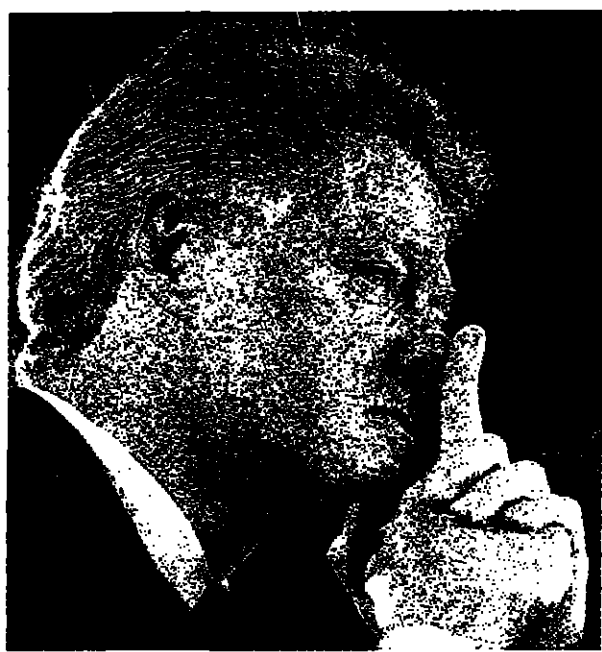
say trade partners will be reluctant to reach deals if Congress can unstick them later.

Many observers think Mr Clinton's re-election victory and the benign state of the US economy mean he is unlikely to get a better opportunity to press for fast-track. Congressional elections almost certainly rule out action next year, after which the president risks becoming a "lame duck".

Although no comprehensive multilateral trade talks are planned before 1999, some fear a prolonged hiatus in Washington would risk fragmenting the US stance on trade. "There would be a piecemeal approach, without any long-term vision," says a European diplomat.

But Mr Clinton has still to indicate when he will propose legislation, or how broad a mandate he wants.

Few observers dispute that the appetite in Washington for trade liberalisation is not strong. The unpopularity of Nafta, suspicions of the World Trade Organisation and fiercer international competition have all created resistance among the electorate. The large turnover in membership of Congress at the past two elections also



Clinton's pose: time is running out to clinch fast-track deal

makes it hard to predict how the fast-track vote would go.

However, critics accuse President Clinton of laying too much blame on Congress. They include Republican leaders in the House of Representatives, who claim they are ready to back fast-track and can count on solid support among their rank and file.

Others say more supporters of fast-track would come forward if Mr Clinton lobbied more actively for it, but that he has been distracted by sleaze allegations and wrangling over the budget.

In truth, Mr Clinton faces genuine dilemmas, partly of his own making. The toughest is how to ensure the Republican support needed to approve fast-track, without splitting the Democrats. The problem is crystallised in arguments over whether fast-track legislation should include provisions calling on other countries to respect labour and environmental standards.

Demands for such measures - which Mr Clinton attached to the Nafta deal - are being pressed by House Democrats, led by Mr Rich-

ard Gephardt, their leader, with strong labour union backing. His advisers claim as many as 150 fellow Democrats favour his stand. But Republicans say they would reject any fast-track bill which contained such provisions.

There are two reasons for Mr Clinton to shy away from confronting Mr Gephardt head-on. Doing so would risk alienating many Democrats in Congress, whose loyalty has already been strained by the budget negotiations. Secondly, Mr Gephardt is positioning himself to challenge Vice-President Al Gore for the Democratic presidential nomination. Any move which cemented Mr Gephardt's links with the unions could deprive Mr Gore of their support.

However, there is little sign so far of a fast-track compromise emerging which would be acceptable to both sides of the House - and time is running short.

White House officials say that, to be sure of Congressional approval, a fast-track bill should at least have passed the House by late this year. The House Republican leadership has told Mr Clinton that it needs to pass no later than the end of July.

If either timetable is to be met, the President will have to step up the pace of wheeling and dealing with Capitol Hill - and brace himself for some tough decisions on where his political allies lie.

WORLD TRADE NEWS DIGEST

Ukrainians divide spoils

Ukraine yesterday announced awards for aircraft and car contracts, dividing the spoils between competing US, European and Asian competitors. Boeing of the US and the European consortium Airbus Industrie both won a share of an aircraft supply contract. Air Ukraine will buy three Boeing 767-300ER aircraft for transatlantic routes and three Airbus A320-200s for medium-range flights.

Separately, Daewoo of South Korea was named as the lead partner in a joint venture with General Motors of the US to build vehicles in Ukraine. Mr Pavlo Lazarenko, the Ukrainian prime minister, who has been involved in negotiations with the rival carmakers, said GM and Daewoo had agreed terms on joint production at the AvtoZas car plant that would raise annual output from 7,000 to 255,000 units at Ukraine's largest, financially troubled carmaker.

The prime minister indicated the government had favoured Daewoo's bid for AvtoZas but also welcomed GM's participation. The proposed arrangement would have AvtoZas produce 150,000 Daewoo models and 35,000 GM vehicles under its Opel marque, according to Mr Lazarenko. The venture would also make 70,000 Taurus, the established AvtoZas model. *Matthew Kaminski, Kiev*

Cuba awards airport contract

A British company has been awarded a contract to help Cuba improve service standards at its two biggest airports, which are being expanded and modernised to cope with increasing tourist traffic. Under the three-year contract, Leeds-based Airport Planning and Development will give advice and support to Cuba's state airports authority, Ecasa, to upgrade service operations at Havana and Varadero airports.

Cuba yesterday opened the first of four new free trade zones which are due to start up on the island this year. The Wajay Free Trade Zone, alongside Havana International Airport, is being created from an existing "in bond" warehouse complex already used by foreign groups doing business in Cuba. *Pascal Fletcher, Havana*

Investors wary of Africa

Africa continues to lag behind the rest of the world in attracting foreign investment despite more liberal foreign investment rules and stronger protection for investors, according to a report by the UN Conference on Trade and Development. However, the report notes "new signs of vitality": foreign direct investment (FDI) is moving increasingly into service industries such as finance and insurance, rather than traditional commodities, while some African companies have themselves become important foreign investors in the region.

FDI flows to Africa totalled about \$4.5bn last year, against an annual average of \$3.8bn between 1991-96. This represents only 5 per cent of FDI flows to developing countries and just 2 per cent of world FDI flows. Moreover, half the African total goes to Nigeria and Egypt, followed by Morocco and Angola.

Western Europe, led by former colonial powers Britain and France, dominates African FDI but US investments are rising. *Frances Williams, Geneva*

World Investment Directory: Vol V Africa (Sales No.E.97/LA.1), available from UN Sales Section, Palais des Nations, CH-1211 Geneva 10, fax +41 22 917 0027, e-mail unpubli@unog.ch, \$75.

NEWS: INTERNATIONAL

Zaire's dictator to leave on 'three-day visit' to Gabon amid speculation he may never return

Mobutu plans flight as rebels close in

By Michela Wrong in Kinshasa and Bamaly Phillips in Luanda

Zaire's beleaguered President Mobutu Sese Seko is due to fly to neighbouring Gabon today amid widespread speculation that what is being officially portrayed as a three-day visit could end up as permanent exile from the nation he has ruled for 32 years.

Announcing the trip to Libreville, where the 66-year-old leader is scheduled to hold talks with the presidents of Gabon, Togo and Congo - some of his most loyal African allies - an aide insisted Mr Mobutu would be returning to Kinshasa afterwards.

But with the rebel Alliance of Democratic Forces for the Liberation of Congo (AFDL) preparing a final assault on Kinshasa, ana-



Mobutu: Gabon visit may be one-way trip to exile

lysts said it was possible this would end up as a one-way journey for the cancer-stricken leader.

News of the trip broke as western negotiators, trying to avert a battle for Zaire's riverside capital, stepped up

diplomatic efforts to repair the damage done during a weekend summit between Mr Mobutu and rebel leader Mr Laurent Kabila which failed to produce a peace settlement.

Mr Bill Richardson, the US ambassador to the United Nations, met Ugandan leader Yoweri Museveni, Zimbabwe's President Robert Mugabe and Tanzanian leader Benjamin Mkapa in Botswana before heading to Cape Town for talks with Mr Thabo Mbeki, South Africa's deputy president.

Mr Mohamed Sahnoun, the UN envoy, simultaneously consulted President Jacques Chirac's office in Paris. France is the only former western ally still believed to enjoy some influence over Mr Mobutu, who has spent long periods recuperating at his villa on the Riviera.

The AFDL claimed yesterday to be within 65km of Kinshasa, heading for the capital's international airport. It said it had set up centres to receive government troops who wanted to surrender and would not harm anyone who turned himself in.

But diplomats said the rebels were almost certainly exaggerating their military progress as part of a psychological campaign to put pressure on Mr Mobutu.

Most of the AFDL troops still appeared to be massing at the town of Kenge, 200km east of Kinshasa, they said.

Doubts were also cast on rebel claims to have captured Kikwit. An army spokesman yesterday told a press conference in Kinshasa that 500 rebels had been killed in a successful defence of the city.

He also denied reports that

Mr Mobutu's home town of Gbadolite had fallen.

Meanwhile, officials in Luanda confirmed an Angolan military build-up in areas close to the Zairean border. In particular, they reported a concentration of forces in the northern enclave of Cabinda, close to Zaire's narrow outlet to the Atlantic ocean.

However, expatriates in the oil industry said there was no truth in Zairean accusations that more than 1,000 Angolan troops had crossed into Zaire 10 days ago.

"There's a build-up in Cabinda, but at the moment it looks more designed to intimidate," said one diplomat.

He argued that Angola could take advantage of the situation in Zaire to launch an all out offensive against Cabindan separatist guerril-

las who have bases in Zairean territory. "We may see some hot-pursuit into Zaire," he said.

Mining officials in the north-eastern Angolan province of Lunda Norte also reported a concentration of troops.

Mr Richardson, the US envoy, who was in Luanda last week, voiced concern about Angolan involvement in the Zairean crisis when he met President Eduardo dos Santos.

Although the Angolan government publicly denies any role in the conflict, in private ministers welcome Mr Mobutu's imminent demise, as he has been a close ally of Angola's former rebel Unita movement for many years, allowing them to use his country to smuggle diamonds out and weapons and fuel back into Unita-controlled areas.

Tense Kinshasa awaits the final act

The city's 5m people are obsessed by one question: once 'The Guide' is gone, will Zaire's elite troops stand and fight?

The central market, where you can buy a live crocodile, prints from Belgium or a western-style wig, is as vibrant as ever. The overloaded taxis still ply the Boulevard 30 June, limbs protruding from every aperture. The smugglers' canoes continue wending their languid way across the river to Brazzaville.

Despite such signs of normality, Zaire's capital is a town under siege. And with the rebels claiming to have started their advance on the international airport, the tension is beginning to tell. "I can't stand much more of this," means a shop owner. "The stress is giving me an ulcer. I can't sleep, I can't eat. Whatever happens, I wish it would happen quickly."

Since the failure of Sunday's summit between President Mobutu Sese Seko and the rebel leader, Mr Laurent Kabila, all eyes are on the

Division Spéciale Présidentielle (DSP) and the Garde Civile, recruited almost exclusively from Mr Mobutu's equatorial Ngbandi tribe.

With Mr Mobutu due to fly to Gabon - a trip from which many hope he will never return - Kinshasa's 5m residents are obsessed by one question: once "The Guide" is gone, will Zaire's elite troops stand and fight? Or will they do what Zairean soldiers have done throughout this conflict: flee to neighbouring Congo, remove their uniforms to re-emerge as civilians, or simply join the rebel cause - the "soft landing" prayed for by Washington?

"There will be no battle for Kinshasa," predicts one diplomat. "If they have any sense, once Mobutu is out of the picture the head of the army and the premier will strike a deal with the rebels, appeal to their troops for

restraint and Kinshasa will be spared."

Others, perhaps blinded by months of official blustering, paint a more apocalyptic vision. "The army chiefs are nationalists and they are not going to let a bunch of Tutuists take the city. They will fight," says a businessman. "In any case, what other option is there for the 40 generals who, unlike Mobutu's clique, don't have villas on the French Riviera to run to?"

The nervousness of the security forces attests to the growing awareness that the time to decide which way to jump has nearly arrived. In the city leaders freely circulate asking the inhabitants to signal their support for the rebels by tying white bandanas round their heads and "neutralising" elements in the Zairean army.

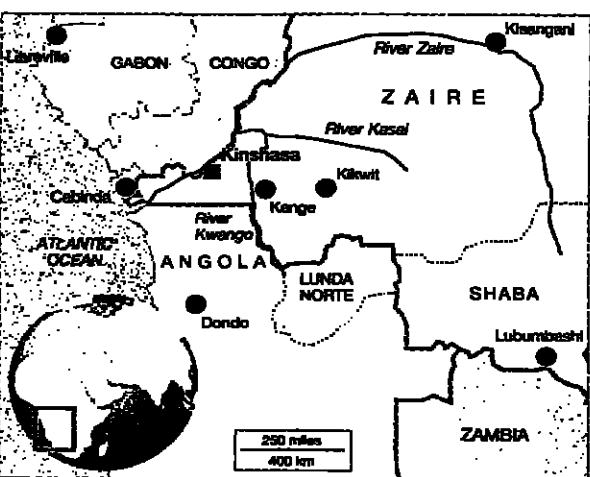
The general expectation is that the rebels will attack from several directions,

finally activating their long-promised western front by ordering in hundreds of Katangese fighters who are waiting across the Angolan border.

The army has stationed rocket-launchers on the airport road and has sent DSP forces east to the Kwango River to block access from the rebel-held town of Kikwit.

But attempts to mount a more serious defence are undermined by the administration's worsening cash crisis. Since the rebels seized Zaire's diamond and copper-producing regions and Kinshasa's local industry has severed from suppliers and markets in the interior, the oil industry is virtually the government's only source of tax.

But revenue on the paltry 27,000 barrels a day produced offshore by Zaire-Gulf, the Chevron subsidiary, is not enough to keep



an army paid and loyal.

Over the last fortnight, businessmen say, General Likumba Bolongo, the military prime minister, has gone cap in hand to leading companies demanding contributions. At the central bank, the presses keep printing money, but with the highest denomination worth just 28 cents, the procedure produces little in terms of money supply.

Probably the most telling sign of official desperation came when the authorities tried to launch a military recruitment drive at the university. Traditionally, the student population supports the radical opposition. Joining the losing side at this late stage did not seem a good idea, remarked one student.

Michela Wrong

INTERNATIONAL NEWS DIGEST

Israel-Jordan talks scrapped

A meeting between Israel's Prime Minister Benjamin Netanyahu and Crown Prince Hassan of Jordan was cancelled yesterday in a dispute over water. Mr Netanyahu called the cancellation a "small breakdown" in relations with Jordan but said he was confident a solution to the disagreement would be found.

Israel is committed to supplying Jordan with water as part of their 1994 peace agreement but there have been differences over interpretation of the accord. A senior Israeli official said Jordan had cancelled the meeting after talks on water allocation broke down.

The official suggested that, with the Mideast peace process in crisis, Jordan did not want to risk isolating itself in the Arab world by holding a high-profile meeting with Israel without some justification - such as a favourable water deal. *AP, Jerusalem*

Ivory Coast signs debt deal

Ivory Coast formally signed its debt reduction accord with the London Club of commercial creditors yesterday and said it expected final approval of a new International Monetary Fund loan facility and World Bank and Paris Club debt service reduction by July.

The accord reduces the Ivory Coast's outstanding interest on commercial debt to \$950m from \$4.4bn. In addition, 30 per cent of the \$2.4bn in principal will be bought back at 24 cents on the dollar, with most of the remaining debt to be paid back via 20-year front-loaded interest reduction bonds. *AP-DJ, Paris*

Weapons agency starts work

Mr Kofi Annan, United Nations secretary-general, opened the inaugural conference yesterday of a new agency charged with enforcing a global ban on chemical weapons. Attended by 160 countries, the conference is being held one week after the treaty banning the development, production, stockpiling and use of chemical weapons came into force.

The US secured the right to vote at the first conference of the new Organisation for the Prohibition of Chemical Weapons (OPCW) when the Senate ratified the treaty days before it came into force on April 29. Eighty-eight countries have now ratified the treaty and will be able to vote on matters such as a budget and a director general to run the OPCW from its offices in The Hague. The three-week conference will also elect a 41-member executive council. *Reuters, The Hague*

Yemen ruling party in control

Yemen's ruling General People's Congress won 157 seats in the 301-member parliament, according to the latest results of the first general elections since the country's 1994 civil war. Yemen's Supreme Elections Committee said that the Islah party, the Islamist junior coalition partner in the outgoing parliament, won 53 seats. Independents won 54 seats and two opposition parties took a total of five seats.

The committee said the results of two constituencies had yet to be announced but described the latest figures as final results of the polls on April 27. The main opposition Yemen Socialist party, some of whose leaders launched a secessionist bid that triggered the civil war, and three other parties boycotted the elections to protest against alleged irregularities. *Reuters, Sanaa*

'It certainly was. And the shareholders will be happy with DSM's upgraded dividend policy.'

In 1996 we recorded a net profit of NLG 720 million. Our ROI almost equalled our target of 15%, which we consider to be a good "through-the-cycle" average. For the benefit of our shareholders we have upgraded our dividend policy. From now on the dividend will be linked to cash flow. Which means it will be more stable and easier to predict. And our shareholders will be able to choose between a

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DSM 
Chemicals & Materials

China-Japan islands dispute flares

By William Dawkins in Tokyo

A dormant territorial dispute between China and Japan revived yesterday when a Japanese opposition politician led a small protest on an uninhabited island claimed by both countries.

Tokyo and Beijing reacted with irritation to the landing by Mr Shingo Nishimura, an obscure rightwing member of the New Frontier party, Japan's largest opposition party, and three others.

The Japanese government distanced itself from Mr Nishimura, while his own party said nothing. Mr Nishimura's protest is an unexpected hitch in Tokyo's attempts to improve its poor relations with China. In March Japan ended a two-year ban on official grant aid to its neighbour.

Yesterday's incident is the latest instance of a minor resurgence of rightwing fervour in Japan. It is the second landing on the disputed East China Sea island this year;

last month a group of local assembly members from Okinawa, which administers the island group, paid a visit.

Mr Nishimura conducted a religious ceremony on the island, part of a chain known as Senkaku in Japanese or Diaoyu in Chinese, 1,600km south-west of Tokyo. He declared that the landing was a "starting point for an awakening of national consciousness and the rebirth of a Japan with pride".

The landing was "extremely

regrettable", said Mr Seiroku Kagiya, chief cabinet secretary. But official Japanese condemnation was not enough to appease Beijing. Mr Shen Guofang, China's foreign ministry spokesman, said: "Much to our regret is that the Japanese side has not taken any effective measures to prevent these incidents from influencing Sino-Japanese relations."

This fresh row comes nearly a year after a group of Japanese rightwing extremists built a lighthouse on Senkaku. Beijing reacted

poorly, but later condemned Japan after Chinese communities in Hong Kong and Taiwan staged strong protests against the landing.

Japan has occupied the islands since 1972, when they were handed to Tokyo, along with Okinawa, by the former administrators, the US government. The islands have been claimed by China for centuries. The islands, also claimed by Taiwan, are situated in rich fishing grounds.

Debt surge raises fears over Korea

A sharp rise in South Korea's foreign debt and other economic problems are causing some analysts and foreign bankers to make comparisons with Mexico before its financial crisis in 1994.

What has set off alarm bells is a rapid surge in South Korea's external debt, which grew by 33 per cent to \$104.5bn in 1996 and could reach \$144bn this year, according to government estimates.

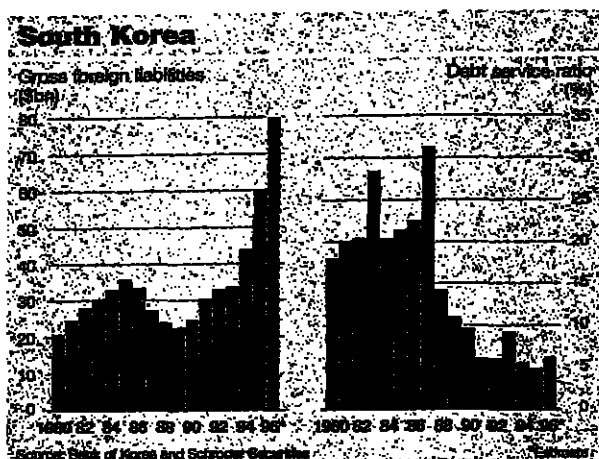
South Korean banks and conglomerates have been borrowing heavily abroad to finance a rapid industrial expansion that was encouraged by the government to get the country out of an economic slump several years ago.

There are several disturbing parallels between South Korea and Mexico on the eve of the Latin American country's peso crisis three years ago, including a sharp economic slowdown, a rapid rise in the current account deficit, high interest rates and a shortage of capital.

South Korea confronted a similar debt crisis in the early 1990s. Japanese and US banks then intervened with emergency loans in return for pricing open Korea's financial services market.

For the moment South Korea's foreign debt position remains sound. Its foreign debt/gross national product ratio, a key measure of a nation's debt structure, is 24 per cent, which is below the International Monetary Fund's warning indicator of 30 per cent.

But some believe South



Source: Bank of Korea and Statistics Bureau

Korea is vulnerable to a sudden credit crunch. Its foreign reserves are dwindling to cover less than three months' imports, which is considered barely adequate. Its current account deficit, which reached a record \$23.7bn in 1996, stays stubbornly large at 4.7 per cent of gross domestic product.

A recent report by Schroder Securities revealed how Korea's debt position could quickly unravel. One worry is that nearly 60 per cent of its foreign debt is short-term - one year or less.

A large proportion of debt was borrowed on floating global rates, which appear to be on the rise. South Korea is heavily dependent on Japanese capital markets, whose troubles could lead to a sudden cut-off of funds.

The Schroder economists

warned that a sharp depreciation of the Korean currency, the won, which has already fallen 13 per cent against the US dollar in the

past year to its lowest point

in a decade, could trigger a

debt crisis.

The fall in the won would

not only increase South

Korea's debt burden, but

also reduce capital inflows

due to the currency risk

borne by foreign investors.

Korea's credit rating would

probably be downgraded,

which would exacerbate the

liquidity shortage and cause

bankruptcies among the

country's highly leveraged

industrial groups, which on

average have debts three

times the size of their equity.

Several have already col-

lapsed this year because of

funding shortages.

Some economists, how-

ever, dismiss as exaggerated

suggestions that Korea is

heading the way of Mexico.

"There is no basis to draw

comparisons between Mexico

and Korea because a number

of fundamentals are com-

pletely different," said Mr

Vishvanath Desai, chief

economist for the Asian

Development Bank. "The Korean economy is stronger and sounder, its exchange rate management is effective and its foreign debt against GNP is small."

Korea enjoys other advantages over Mexico. It has a high savings rate, a sound fiscal budget, and there is little dependence on the speculative short-term foreign investment that was the Achilles' heel of the Mexican economy in 1994.

"Mexico was dependent on portfolio investments, rather than foreign direct investment like Korea," said Mr Han Seung-soo, a former Korean finance minister. "The peso was also overvalued, while the won has been allowed to fall."

Although Korea has one of the largest foreign debt burdens in emerging markets, its debt-service ratio is among the lowest. The debt-service ratio represents interest and principal payments as a share of exports of goods and services.

Moreover, there are signs that South Korea's economy is slowly recovering. The trade gap has begun narrowing in the first four months of this year. A reduced current account deficit will ease the need for foreign borrowing. Mr Han believes it will be smaller than last year at \$18bn-\$19bn.

The won has recently stabilised at a range of 890-900 to the dollar, with some economists saying it is still overvalued by 5 per cent.

South Korea also intends to bring forward by a year

the further opening of its stock and bond markets to encourage an inflow of foreign capital and finance the current account deficit.

"This is a great time to proceed with financial liberalisation because there will not be a huge rush of foreign capital into Korea," said Mr Eugene Yum, managing director of Deutsche Morgan Grenfell in Seoul. "Investors are cautious about a drop in the won and potential foreign exchange losses. This will give the market time to adjust once it is opened further."

Officials believe there is little chance of Korea's credit rating being downgraded. Standard & Poor's recently affirmed the country's credit rating of AA- in spite of the economic slowdown and the current account deficit.

Nonetheless, some foreign bankers are worried that Korea will use its favourable sovereign credit rating to increase foreign borrowings by state banks if commercial banks find it difficult to secure loans abroad.

"We have already seen an increase in borrowing by state institutions. The government is betting that the economy will improve soon due to cyclical factors. But what happens if the economy remains sluggish due to structural problems? Then Korea will find itself in a deeper debt trap like the Mexicans," said one European banker.

John Burton and Peter Montagnon

Telecoms stake for foreigners

By John Burton in Seoul

Foreign investors will be allowed to acquire 20 per cent of Korea Telecom, the state telecommunications agency, once it is privatised next year, with the foreign shareholding increasing to 33 per cent by 2001. Each foreign investor will be limited to a 3 per cent stake.

The finance ministry said it would also privatise three other state companies, including Korea Tobacco and Ginseng, Korea Heavy Industries and Construction, and Korea Gas, although the minority foreign shareholdings in these groups are yet to be determined.

Domestic investors will be limited to an individual shareholding of 10 per cent in these companies to prevent the country's main industrial groups from gaining control of them.

The privatisation programme is expected to last for several years through share issues. Management of state companies is to be improved through appointment of professional executives rather than retired government officials or politicians.

The government had originally scheduled the privatisation programme to be completed by 1998, but it has been delayed by the poor recent condition of the Seoul stock market. The privatisation plans will be submitted to the National Assembly in June.

ASIA-PACIFIC NEWS DIGEST

Rao charges drawn up

An Indian court yesterday set out formal charges against Mr P.V. Narasimha Rao, former Indian prime minister, and 19 other politicians in a vote-buying scandal. Court officials said yesterday, Mr Rao quit last year as Congress party leader. The judge, presiding over a special court inquiry, rejected a request that Mr Rao's successor, leader of the Congress party, Mr Sitaran Kesri, be summoned in the same scandal. The court charged Mr Rao, several senior members of his Congress party including four cabinet colleagues, four deputies, members of the tribal party, and six opposition members in the 1993 vote-buying scandal.

The inquiry judge ruled there was sufficient evidence to try Mr Rao for criminal conspiracy and abetment to bribery, said the counsel for the former prime minister, Mr R.K. Anand. The charges carry a maximum sentence of five years. Mr Rao is the first Indian prime minister to face criminal charges. He has been named in two other criminal cases relating to forgery and cheating a businessman. Agencies: *New Delhi*

Food outlook improves

Food security in the Asia-Pacific region has improved significantly since the troubled mid-1990s and the number of malnourished people in the region will continue to fall over the next several years, the UN's Food and Agriculture Organisation said in a report released yesterday. Increased cereal production coupled with good harvests and higher imports boosted domestic cereal reserves while consumption remained stable, the FAO said. It forecast aggregate cereal output in the region for 1996-97 at 789.3m tons, an all-time high, up 8.8 per cent from a three-year low in 1994-95 of 706.7m tons.

Indonesia and Vietnam were the best performers, becoming leading rice exporters. China, India, Burma and the Philippines all introduced market reforms that helped spur production. Rising labour mobility also helped keep cereal production high in countries such as Thailand and Malaysia where there is a shortage of agricultural workers.

Ted Bardacke, Bangkok

Philippine exports up 19%

Philippine exports in March rose 19 per cent year-on-year to \$1.99bn, lifted by a strong performance from the electronics industry, the national statistics office said yesterday. This brings the figure for the first quarter to \$5.5bn, up 17 per cent from \$4.69bn. Electronics rose 31 per cent to \$861m, representing 43 per cent of overseas sales. Germany, traditionally the second largest earner but suffering from increased labour costs and global competition, slipped 1.4 per cent to \$183m, or 9.7 per cent of exports. The US and Japan remained the two top Philippine markets, representing 34 and 17 per cent of total export receipts respectively. *Justin Marozet, Manila*

NEWS: THE AMERICAS

Visiting US president tries to calm Mexican fears over drugs and deportations

Clinton to review certification process

By Leslie Crawford in Mexico City

President Bill Clinton promised to review the controversial process of "certifying" the drug-interdiction efforts of foreign governments as he began his first state visit to Mexico, the US's third biggest trading partner and its main source of illegal drugs and immigrants.

Mr Clinton has been careful not to tread on local sensitivities, which have been ruffled in recent months by the harsh spotlight on Mexican drug corruption in the US Congress, and by tougher immigration laws, which Mexicans fear may lead to mass deportations.

"On the drug issue, a lot of

people maybe feel that we are sometimes making comments that impinge on sovereignty," Mr Clinton said on Mexican television. "All I can say is that the US has a big drug problem. We expect to take responsibility. Every country that has been infiltrated significantly by drugs soon pays an enormous price for it. So I see this as a joint struggle between Mexico and the US."

Mr Clinton defended his government's "open" immigration policy, which last year took in 900,000 foreigners, including 160,000 Mexicans. However, he admitted the new immigration law, which came into effect on April 1, had some "unintended harsh consequences", and said he would work with

Congress to amend the law. Mexican officials view Mr Clinton's visit, the first by a US president since Mr George Bush made a border trip in 1990, as an opportunity to press their views on the thorny issues of drugs and migration.

Mr Angel Gurria, Mexico's foreign minister, told the visiting US delegation that only drug traffickers would benefit if the two nations squabbled "in a sterile and irritating exercise of allocating blame".

President Ernesto Zedillo, meanwhile, asked the US Congress, in an interview on US television, to reconsider the certification process. A few anti-US protests greeted Mr Clinton on arrival in Mexico City on

Monday, even though the government had studiously avoided lining the visiting president's route with stars and stripes. Leftwing protesters, Cuba sympathisers and debtors groups burned the US flag in front of the US embassy, but there were no reports of serious clashes.

Mr Clinton was yesterday due to hold the first ever meeting between a US president and Mexican opposition leaders. This follows criticism, in Mexico and the US, of his administration's unwavering support for the Institutional Revolutionary party (PRI), the monarch which has ruled Mexico for six decades.

"Every US administration has given its unequivocal backing to the PRI," says Mr

Agustin Navarro, international relations officer at the National Action party (PAN). "We want President Clinton to realise that the opposition has made huge electoral strides in Mexico, and that it is a credible option for stable political change in this country."

Mr Felipe Calderon, the PAN leader, and Mr Andres Manuel Lopez Obrador, of the leftwing Revolutionary Democratic party, will each be granted a 15-minute audience with Mr Clinton, in which they will seek to convey their concerns over the shortcomings of President Zedillo's political reforms and the harshness of US anti-immigration policies.

More than 1.5m illegal Mexican immigrants are esti-

mated to be working in the US. The steady march of migrants heading north, estimated at 3,000 illegal crossings a day, has led to the growth of Mexican gangs which specialise in the traffic in human beings. Undocumented Mexicans form the backbone of the agricultural labour force in California, where unscrupulous employers exploit their illegal status by paying them below the minimum wage.

"The cost of illegal migration is well documented in the US," Mr Gurria says. "But nobody calculates the economic contribution of these undocumented workers because the sanctions against hiring them have kept US employers in the closet." Editorial comment, Page 15

Jury's new smoke signals

Richard Tomkins on a setback for anti-tobacco campaigners

Jean Connor, a twice-divorced mother of three, started smoking at the age of 15. She smoked up to three packs a day for more than 30 years; and by 49 she was dead from lung cancer. Some might say she was killed by the cigarette industry.

But in a severe setback for anti-tobacco lawyers, a Florida jury this week cleared R.J. Reynolds Tobacco, the second biggest US tobacco company, of all blame for Jean Connor's death, concluding that she chose to smoke in spite of the well-known risks.

Tobacco stocks soared on the news because the tobacco industry has recently suffered a string of defeats at the hands of the anti-tobacco lobby, and investors had feared that the litigation atmosphere had turned decisively against cigarette makers.

Mr Daniel Donahue, senior vice-president and deputy general counsel for litigation at R.J. Nabisco, US parent of R.J. Reynolds Tobacco, said: "The external pressures under which this case was tried provided one of the

most advantageous backdrops to date for the plaintiff's lawyers. Throughout the trial, plaintiff's counsel attempted to capitalise on that atmosphere."

The tide first appeared to be turning against the industry last August, when Mr Norwood "Woody" Wilner, the Florida lawyer who took up the Jean Connor case, won a jury award of \$750,000 in damages for Mr Grady Carter, a smoker who survived lung cancer. That award followed the disclosure of internal tobacco industry documents suggesting that, in the years before health warnings began to appear on cigarette packs, cigarette makers knew more about the health risks of smoking than they had disclosed to the public.

The Carter case was only the second in which a jury had awarded damages, and the first was thrown out on appeal. A triumphant Mr Wilner said he had 200 more cases ready to bring to court.

Since then, the tobacco industry has suffered several other setbacks. More than 20 states across the US have filed lawsuits against the

industry claiming compensation for the cost of treating sick smokers; Liggett, the smallest cigarette maker, has started handing over more internal documents as part of a deal with anti-tobacco lawyers; and last month a court ruled that the Food and Drug Administration could start regulating cigarettes because the nicotine they contained was an addictive drug.

A few weeks ago, the litigation environment looked so bad that the tobacco industry started peace talks with anti-tobacco lawyers about a deal under which cigarette makers would pay out up to \$300bn over the next 25 years in return for immunity from personal injury claims.

But the outcome of the Connor case has altered the stakes by indicating that, even after all the negative publicity about the tobacco industry, juries still think smokers are well aware of the risks of smoking and have only themselves to blame if they damage their health. "This decision gives cre-

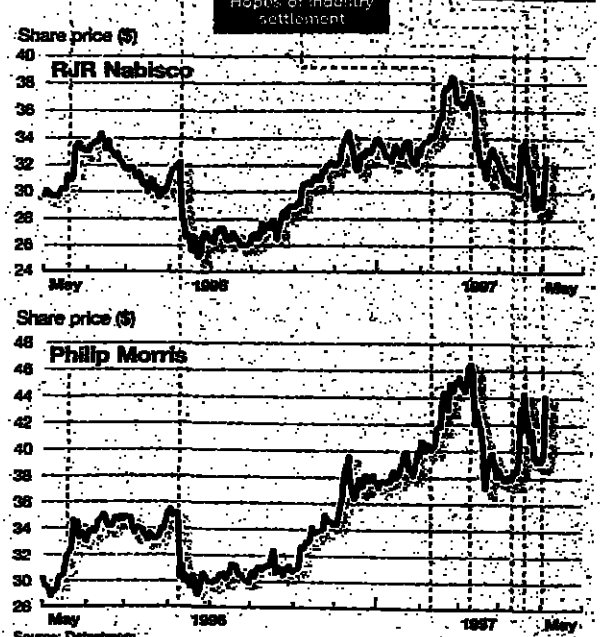
dence to the industry view that Wilner's victory in the Carter case was an aberration, not the start of a long-term trend," said Mr Martin Feldman, an analyst at stockbrokers Smith Barney.

Anti-tobacco lawyers have often argued that smokers do not exercise free choice because many started smoking before the health warnings started appearing on cigarette packs, or before they were old enough to know better, then became addicted to nicotine. But the Connor case illustrates the difficulty plaintiffs' lawyers may face in finding suitable candidates for trial. Though Jean Connor was only 15 when she started smoking, and health warnings did not then appear on cigarette packs, her grandfather, also a smoker, died of lung cancer that year. And she quit at the first attempt in 1983, not because she had lung cancer, but because a surgeon asked her to do so to prepare for cosmetic surgery.

The jury's decision in the Connor case does not mean the tobacco industry's litigation

Gasp and deep breaths

Florida court awards \$750,000 damages. Class action suit ruled out. Gasp and deep breaths. Tobacco companies enter talks. Litigation tactics. Hopes of industry settlement. Fear of Florida defeat. Industry, and Florida, calm.



problems are over. Duff & Phelps, the US credit rating agency, yesterday described the verdict as a positive development "but not enough, by itself, to warrant optimism at this time." Substantial legal challenges

American pilots in work deal

American Airlines pilots have ratified a new labour agreement, the carrier said yesterday, allowing it to go ahead with a deal which could see it buy more than 600 Boeing aircraft.

The airline last year said it was appointing Boeing its sole aircraft supplier until 2008, but made the deal conditional on reaching a new labour agreement. The agreement announced yesterday, which won the votes of 69.3 per cent of American's pilots, provides for a total pay increase of 9 per cent over five years. It also gives the pilots options to buy 5.75m shares in AMR, American's parent company, at \$10 below market price. *Michael Skapinker, Aerospace Correspondent*

Affirmative action move

The US government intends to change the way it awards contracts, in an attempt to ensure that affirmative action is used only where warranted. The proposed regulations, which would curb race-based preferences for some minority businesses, would change the way \$300bn in annual federal contracts are awarded.

Officials from the Justice Department, which is co-ordinating the effort, said the proposals attempt to keep certain race-based preferences intact while complying with rigid standards set by a 1995 Supreme Court ruling which limited the ability of federal programmes to award benefits on the basis of race or sex. The new rules will rely on an industry-by-industry review aimed at determining where minority groups are experiencing discrimination in the awarding of government contracts. *AP, Washington*

Venezuela plans reforms

Venezuela's government is to focus on privatisation, as well as reforms of the social security, judicial and educational system, as part of the 15-month extension of the stand-by agreement it is seeking with the International Monetary Fund.

Mr Luis Raul Matos Azocar, finance minister, said yesterday the IMF and other multilateral lending institutions were disposed to back the government's reform efforts.

He said the World Bank and the Inter-American Development Bank were considering a \$100m loan each to help recapitalise Venezuela's cash-strapped public pension fund. *Raymond Collis, Caracas*

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NEWS: UK

Chancellor of the exchequer says shake-up will bring about greater openness in decision-making

Biggest upheaval in Bank's 300-year history

By Robert Chote,
Economics Editor

Mr Gordon Brown, the chancellor of the exchequer, yesterday hailed his shake-up of the UK's monetary policy arrangements as the most radical reform of the Bank of England, the central bank, since it was established in 1694. It is likely to herald a revolution in attitude and image, as well as in organisation.

Public attention will focus on the nine-member monetary policy committee at the Bank, which will be responsible for the month-to-month setting of interest rates. As with the members of the US Federal Open Markets Committee and the Bundesbank Council, their every public utterance will be scrutinised for clues to future policy changes and shifts in the balance of power on the committee.

Its members will include the Bank's present governor and deputy governor, plus one new deputy governor to be appointed once legislation to amend the Bank of

England Act 1946 has come into force. When the second deputy is in place, one will work on monetary policy and the other on financial sector stability.

Of the remaining six members, one will have management responsibility for monetary policy and one for market operations. The other four will be "recognised experts" appointed from outside the Bank. They will be allowed to undertake other activities only if those do not present a conflict of interest.

Eventually, these six committee members will be appointed on a rolling basis - two per year - serving renewable three-year terms. The monetary policy committee will meet monthly. Its deliberations and any votes will be minutes with minutes released no later than six weeks after the meeting. Mr Brown said these arrangements would ensure the openness of decision-making, although it remains to be seen if the public regard it as sufficiently democratically accountable.

Revolution at the Bank of England

- Bank of England will have operational responsibility for setting interest rates and will remain in public ownership.
- Monetary policy objective of the Bank will be to deliver price stability as defined by government's target.
- In extreme economic circumstances, the national interest demands that the government will have power to give instructions to the Bank on interest rates for a limited period.
- The Bank will have its own separate pool of foreign exchange reserves which it may use at its discretion to intervene in support of its monetary policy objectives.
- Decisions on interest rates will be made by a new monetary policy committee.
- Bank's role as government's agent for debt management, sale of gilts (government bonds), oversight of its market and cash management will be transferred to the Treasury.

Accountability will be exercised through two principal channels. First, there will be enhanced requirements for the Bank to report to the Treasury committee of the House of Commons. Second, the monetary policy committee's performance will be monitored by a by a reformed Court, the Bank's governing body.

Mr Brown proposes that the Court be reconstituted to comprise no more than 19 members - the governor, the two deputy governors and 16 non-executives.

"The Court will be representative of the whole of the United Kingdom," Mr Brown said in a letter to Mr Eddie George, the Bank governor. "The non-executive members will be appointed for their expertise and will be drawn widely from industry, commerce and finance."

Mr Brown intends to appoint four new non-executive members to the Court as soon as legislation comes into force. The Bank's senior executive directors will no longer serve on the Court.

"The non-executive members will review the performance of the Bank as a whole, including the monetary policy committee," Mr Brown's letter said. "They will have particular regard to whether the Bank is collecting proper regional and sectoral information for the purposes of monetary policy formation."

In addition they will be responsible for ensuring that the internal financial affairs of the Bank are properly conducted."

The Court has enjoyed little

public profile, offering an agreeable part-time job to members of the "great and good". Now a much brighter spotlight will be shone on its role.

The chancellor's abdication of responsibility for interest rates - but not the setting of the inflation target - will be only one of several changes in the relationship between the Bank and the Treasury.

The Treasury will take over the Bank's role as agent for management of the government's debt and its responsibility for gilt (government bond) sales, oversight of the gilt market and cash management.

In line with practice in the US, the Treasury will in turn give the Bank a pool of foreign exchange reserves with which to intervene in support of the inflation target it has been assigned. But the Treasury can also instruct the Bank to intervene on its behalf, casting doubt on where day-to-day responsibility for exchange rate management lies.

Bonds leap as change is welcomed

By Richard Lapper
and Simon Kuper

UK government bond prices yesterday made their biggest one-day gains for more than five years, with investors welcoming moves by the government to give operational independence to the Bank of England.

Expectations that the change will reduce long-term inflationary pressure in the economy spurred heavy buying of gilts (government bonds) and sterling by domestic and international investors. They also lent support to the equity market.

The pound closed in London 1.6 cents higher against the dollar at \$1.637 and 1.3 pence up against the D-Mark at DM2.520. The FTSE 100 index gained 63.7 to close at 4519.3.

"It is unbelievable to gain so much financial market credibility with such a simple move," said Mr Andrew Roberts, bond analyst at UBS, the Swiss bank. "Financial markets love it."

"The government's credibility has been vastly improved by this bold step," said Mr John Sheppard, chief economist at Yamachi International (Europe), the Japanese securities house.

Benchmark 10-year gilts rose by more than two points on news of the reforms, to close at 101.188, while yields fell from 7.37 per cent to 7.09 per cent. The 10-year yield spread over Germany - the yardstick used by investors to measure the risk of holding UK government assets - fell by a quarter of a percentage point to 1.46 per cent.

The market's enthusiasm for longer-dated bonds was even greater with the price of a 25-year benchmark gilt rising by more than four and half points to 109.4. Since trading closed on Friday, yields on the bond have dropped by nearly two-fifths of a percentage point to 7.14 per cent.

Mr Mark Capleton, international bond strategist at BZW, the investment banking arm of Barclays Bank, reported especially strong interest from investors in mainland Europe and the United States, which he attributed to perception of "greater monetary stability and the removal of political interference from the interest rate setting process".

Business yesterday gave a resounding welcome to the changes at the Bank of England. Business leaders said it would help the UK meet the criteria set by the Maastricht treaty for entry into European monetary union - whether or not Britain joins.

"We very much welcome this move. We would like to see macro-economic policy become independent of politics and we see this as a step in the right direction," said Mr Adam Turner, director general of the Confederation of British Industry.

Mr David Simon, chairman of British Petroleum, will today be appointed to a new ministerial job floating between the Treasury and the Department of Trade and Industry, with a particular focus on trade promotion, Robert Peston writes.

In a move regarded by Mr Tony Blair, the prime minister, as one of the biggest coups for his new administration, Sir David is expected to have a full-time role. Credited with having revived BP's fortunes over the past few years, Sir David's move into government will come as a blow to the company's shareholders.

Status of supervision will be enhanced

By George Graham,
Banking Correspondent

Increased independence for the Bank of England in setting monetary policy could have far-reaching consequences for other aspects of its activities.

Mr Gordon Brown's proposals include the appointment of a second deputy governor with responsibility for financial stability, a move which is expected to increase the weight given internally to banking supervision. This has tended to be overshadowed by the Bank's higher profile role in monetary policy.

Mr Michael Taylor, author of the proposal for overhauling financial supervision, said the proposal "suggests a desire to give banking supervision a higher profile within the Bank of England than it has so far enjoyed".

But the Treasury also intends to review the Bank's financial arrangements "to ensure that they are in line with the Bank's new responsibilities". That could herald a close inspection of the Bank's hidden assets.

The Bank is characteristically tight-lipped about the contents of the extensive vaults under its headquarters in the City of London. Besides a relatively low-budget modern art collection, many assets are held on behalf of other central or commercial banks, rather than by the Bank itself.

The report for the year to March is due this month, but the previous year's accounts show shareholder's (government) funds of £1.08bn (\$1.74bn) including £858m of profits retained from previous years.

The Bank's principal source of income is the reinvestment of the obligatory interest-free deposits which commercial banks have to place with it in proportion to their own deposits. In recent years, the Bank has paid a little over half its post-tax profit to the Treasury.

Perhaps the most tempting asset might be the registrar's department in Gloucester, in south-west England, which handles the registration of gilt-edged securities for the government and which could arguably be outsourced. More emotive is the question of privatising the Bank's note printing division.

Central Banks: more or less independent

Central Bank	Sets interest rates	Can intervene in foreign exchange market	Sets inflation or monetary targets
Bank of England	✓	✓	✓
Eddie George			
US Federal Reserve	✓	✓	✓
Alan Greenspan			
New Zealand Reserve Bank	✓	✓	✓
Donato Brash			
Swiss National Bank	✓	✓	✓
Antonio Fazio			
European Central Bank	✓	✓	✓
Yasuo Matsuura			

✓ New Zealand has no official interest rates.
* Governance rotates every six months. ** Not yet appointed

Big obstacle to Emu membership removed

Mr Gordon Brown, the chancellor of the exchequer, defended the decision to increase the independence of the Bank of England on grounds of domestic policy and increased credibility with financial markets. He made it clear it was "very unlikely" that Britain would join Emu in 1999, a phrase consistent with his campaign promises.

Mr Brown even pointed out that his proposal fell short of a key stipulation in the Maastricht Treaty, which says that central banks should be granted statutory independence, instead of just operational independence. Furthermore, by retaining the right to set the inflation target, the government has only delegated the implementation of policy to the Bank but not the setting of the policy goal itself. In Germany, the Bundesbank not only sets interest rates, but also chooses its own monetary targets.

But his thoughts on Emu did not make the same impression on everyone. Some interpreted them as Labour at least wanting to keep its policy options open, including the option to participate in Emu, in the way that the previous government's wait-and-see approach did not.

Mr Avinash Persaud, foreign exchange strategist at J.P. Morgan, the US investment bank, indicated yesterday that the decision to give the Bank of England operational independence will amount to the most significant move the government will take in the direction of

Doubt persists about whether nation will adopt European single currency

an alternative to Emu membership, because it puts the UK economy in a stronger position to stay outside monetary union. Financial markets, in theory at least, would find an independent Bank of England just as credible as an independent European central bank.

This view was energetically defended by a member of the former panel of "wise people" which advised the UK's previous chancellor. He said: "The chancellor said that it is 'highly unlikely' that Britain will join in 1999. That is pretty strong stuff, and you have to take it that this means Britain will not join. It is the result of a thought process that goes back a long way. It is a serious attempt to deal with the country's long-run problems. Why would they go to all this palaver if this was only a transitional arrangement?"

The detail of this proposal is not consistent with a government that is planning to take UK into Emu."

He cautioned however that the government will have full power over exchange rate policy, including the power to take the UK back into the exchange-rate mechanism, a necessary precursor to membership of Emu.

Whatever view one takes, the decision increases the government's policy options, no matter what the intention behind the move. In doing so, the government has ensured that membership of Emu, post-1999, remains a fair bet.

Wolfgang Münch

Attacks from the left shatter facade of unity

By James Blitz,
Political Correspondent

The facade of unity which helped Labour to win the general election last week was shattered yesterday when some of the party's leftwing MPs vehemently criticised Mr Gordon Brown, the chancellor of the exchequer.

Labour MPs attacked his proposals to give greater independence to the Bank of England and vowed to oppose them when the relevant legislation is brought before the House of Commons.

Many of the MPs - who have still not surrendered their commitment to traditional tax-and-spend policies - believe Mr Brown's move would give control over important economic levers to unelected officials.

Mr Denis Davies, a Treasury minister in the Labour government of the late 1970s and still an MP, expressed astonishment when told of the announcement at his home in Wales.

"It is an unnecessary and retrograde step," he said. "I would oppose any legislation that makes the Bank of England independent without democratic accountability. It is extraordinary that a party committed to opening up government and reducing the powers of unelected officials should take this kind of step."

Mr Alan Simpson, head of Labour's left-of-centre Campaign

Group, said Mr Brown's move was "a remarkable act of folly that he will come to regret". He said the commitment to give the Bank sweeping powers over monetary policy was not a manifesto pledge.

"I know this is a new and exciting journey but it's a hell of a way to fly a plane if the first thing that happens is that the pilot jumps out of the cockpit."

A left-of-centre minister who has just been appointed to Mr Tony Blair's government also expressed concern at the move.

"I certainly don't think we should go back to the old days when governments decided everything about interest rates," he said.

"But I sometimes think Gordon bounces the party into things without enough consultation."

Both Mr Davies and Mr Simpson said they would vote against legislation to amend the 1946 Bank of England Act when it is tabled in the Commons. But although Mr Davies believed some 50 Labour MPs might vote against the legislation, he acknowledged that the government's sweeping majority - and the probable support of the 46 Liberal Democrat MPs - ensured that the measures would go ahead.

While recognising that there was little they could do to stop the move, MPs in the opposition Conservative party were divided in their response. Mr Kenneth Clarke, who was chancellor in Mr John Major's government, said Mr Brown would regret handing powers over to the Bank of England. He said: "What you are going to

see is tighter monetary policy than you might otherwise have got from a perfectly responsible chancellor of the exchequer."

But Mr Norman Lamont, Mr Clarke's predecessor as Conservative chancellor, said he was "delighted" by the move. "This change is right, should have been done by Conservative governments and Gordon Brown deserves full credit for a bold move," he said.

Europeophobic Conservative MPs said they would attack the proposals when they came to the Commons. Mr Bill Cash, one of the party's leading opponents of further EU integration, said Mr Brown's plans were "the first big step towards monetary union" and vowed to wage a "Battle for Britain" over the proposals.

Minister to debate EU beef ban

By Alison Maitland
in London

The Labour government plans a constructive dialogue with its European Union counterparts to get the ban on British beef exports lifted, Mr Jack Cunningham, the chief agriculture minister, said yesterday.

Mr Cunningham will visit Brussels on Monday for his first meeting with Mr Franz Fischler, the farm commissioner, and his consumer affairs counterpart, Ms Emma Bonino.

He said the UK had to stick to the Florence agreement formulated at the EU summit last June - on a phased lifting of the ban which has been in place for more than 13 months.

"That was the deal. But if

there are circumstances which allow agreements to be made outside the terms of the Florence agreement, that might be interesting," he said. Officials said this meant he was open to new ideas on how the ban could be lifted.

On both the beef ban and the controversial fishing issue of quota-hopping, Mr Cunningham emphasised the need for a "constructive dialogue" and played down pre-election talk from Labour politicians of possible blocking tactics at the inter-governmental conference.

"We're not talking in terms of blocking things, we're talking in terms of progressing things," he said. But he insisted he would not be "a pushover".

Lifting the export ban would not be easy, but "I

think we've got a better chance of doing constructive business with the EU, whatever the issue," he said.

Mr Jeff Rooker, a junior minister, will be in day-to-day charge of the beef crisis with a brief to ensure that no compromises are made with public health.

Mr Cunningham said reform of the EU common agricultural policy was also a priority, although it would be "like rolling rocks uphill". He signalled a strong emphasis on environmental issues and said more attention should be given to organic farming.

First signs of the expected radical shake-up of the Agriculture Ministry emerged with news that the government will soon publish a paper on an independent food standards agency.

Mr Cunningham said he had received an "excellent" report on Saturday from Professor Philip James, the Aberdeen-based nutrition expert. He was commissioned by Mr Tony Blair, the prime minister, before last week's election, to recommend how the agency be established.

The agency will have its role defined by statute and will be responsible to the agriculture ministry and the health department but "completely independent of ministers," said Mr Cunningham. "We'll be introducing legislation as soon as the business timetable allows... we're not going to hang about."

Staff who are likely to be hived off to the new agency are being regrouped in preparation, he said.

Employers warn on \$5.65 wage

By Stefan Wagstyl,
Industrial Editor

A statutory minimum wage of more than \$3.50 (\$5.65) an hour would cost jobs and increase unemployment, Mr Ken Jackson, general secretary of the ABEU engineering and electrical union, said yesterday.

Andrew Bolger writes. Mr Jackson said his union supported the new government's policy of setting up a low pay commission to

implementing a minimum wage at too high a rate initially would send a shock wave through the economy, that it would seek to maintain differentials for skilled workers. "Our members deserve a higher increase due to the increased productivity we have delivered to companies time and again, without proper and due recognition," Mr Jackson said.

At a high level - for example \$4.25 an hour, as demanded by Unison, the public sector workers' trade union - the impact on employment would be serious, said Mr Turner. One estimate showed that up to 200,000 jobs could be lost. The impact on jobs would be very little at a level of \$3 an hour and below. "There's

a range in between which must be explored and argued over," said Mr Turner, adding that the CBI would be making its submission to the low pay commission, as soon as its terms of reference were decided.

Mr Turner said that the government also had a clear mandate for its plans for compulsory trade union recognition. But he warned it was very important to define the law in ways which did not prompt tensions between workers and employers and between different trade unions. He suggested that single union agreements, as negotiated by some Japanese companies in the UK, would create the fewest difficulties for employers and the fewest opportunities for demarcation disputes.

Commenting on the government's plans to sign the social chapter of the Maastricht treaty, Mr Turner said it was important not to bring into the UK "interventionist" practices which had developed elsewhere in the EU. However, Mr Blair had an opportunity to transfer to the rest of Europe Labour's acceptance of free market policies.

THE EUROPEAN FILM INDUSTRY

Cannes, whose film festival today celebrates its 50th birthday, is the ideal setting for a marriage between creativity and commerce, says Nigel Andrews

Art in the embrace of mammon

Any annual cultural jamboree that lasts for half a century has earned its place in the history books. Yet by other standards, too, the Cannes Film Festival is exceptional. It has suffered highs and lows, setbacks and scandals, joys and griefs. It has made history and been unmade by it, as in 1968 when *les événements* - the public disorder which that year ground France to a standstill - brought an embattled festival to an early close. Yet when people ask me, as a near-veteran festival-goer of 25 years, what is special about Cannes, I can only reply as an old-timer once did to me: "What is not special about it?"

In 1946 the world discovered what seemed a perfect recipe for chaos. You begin by founding an event that will become the largest media get-together after the Olympics. You hold it yearly instead of four-yearly. And then you invite every country in the world, few of which share each other's languages, to celebrate an art where language is of major importance.

It shouldn't work, but it has. Some people believe the festival succeeded on a "monkeys and Shakespeare" principle. Put enough semi-intelligent living creatures - journalists, directors, stars, buyers, sellers - in the same space with enough communication tools, and eventually some radiant, universal coyness will emerge.

The secret, though - and one this festival discovered from its inception - is to find the right space. Few places could be better designed for the film world's top meeting-point than a pretty town on the Côte d'Azur with no airport. Here people are trapped for 12 days with enough champagne, fine food, sun, sea and movies to make detention seem like delectation.

"Cannes is the perfect size and it offers the ideal combination of work and holiday," festival director Gilles Jacob once told me. "There are the right number of beaches and

hotels, there are excellent communications. There are over 40 cinema screens. And then there is the 'mystique'. When people hear the words 'film festival', the next word they think of immediately is Cannes."

It is true. The very sound suggests so much, not least to English-language ears. It is the container in which film travels; it is the verb of possibility. It is also, for vacation fanatics across the globe, a sound that evokes a town at once compact and cosmopolitan, chic and approachable, elegant and exotic.

Furthermore, if any nation deserves to run the seventh art's main concession stand, it is surely the country that founded that art in the first place. The Cannes golden jubilee follows close on the 100th birthday of cinema in 1895, when we were reminded that France's Lumière brothers first lit up a public screen with the wonder of moving images.

Today, in recognition, the main viewing auditorium at Cannes is called the Salle Lumière, a place to which the great and famous ascend each evening through a mezzanine of flashbulbs and - son added to *lumière* - the most loudly amplified music on the Riviera.

The French began cinema, raised it, loved it, wrote about it, nurtured it. Even today France is the only nation prepared to go to the wall to defend ideals of movie integrity (as happened during the negotiations for the seventh round of the Gatt agreement). Film in France is an organic culture. Cinephiles become critics; critics become film-makers, as did Godard, Truffaut and their *compères* in the New Wave. Sometimes film-makers even become festival presidents.

So it was with the first figurehead of Cannes, writer-director Jean Cocteau. He bequeathed the Palme d'Or to the world as an emblem of excellence - the palm frond logo uncannily resembles a laurel wreath, as befits a poet's gift to later



Then and now (clockwise from left) Brigitte Bardot, Gene Kelly and Maria Wally, Sharon Stone, Andie MacDowell, Pamela Anderson-Lee, Christopher Hampton, Emma Thompson and Jonathan Pryce, and Leslie Caron. (Centre) Brigitte Bardot and Kim Novak
Pictures: Stéphane Feller, Bob Hawkins/Kobal

movie poets - and he helped to create the sense of a giant cocktail party where art was expected to hold its own, and more, with mammon.

Since Cocteau, a stable relationship between these two has become central to Cannes ideology. Hollywood and Europe - two terms often used as shorthand for commercial and independent cinema - are asked to co-exist happily, at least for this fortnight in the public eye, and usually do so.

America is needed because she brings money and hoopla to the Cannes party, as well as blockbuster movies. Other countries, like guests carrying bottles of home-made wine or inexpensive but discriminating vintages, bring art and personal vision.

Cannes is ideally placed, says Mr Jacob, to encourage this *entente* between cultural opposites. "It is not just so that we can have the American films in competition that we invite the Hollywood studios and American companies, but so that American buyers and critics will see the best European and other foreign films, and buy them or promote them for showing in the United States."

Buy, sell: they are two magic syllables at Cannes, at least in the movie marketplace. At the peak of his business power Menahem Golan of Cannon Films told me why he came to the festival. "I can reach 10,000 people here. I can speak to everyone who is interested in film. I don't have to do deals over the phone. I can do them straight over the table. I've brought 40 films

here and in two weeks I can have them sold all over the world."

Mr Golan was the man who became famous by signing a table napkin deal at Cannes with Jean-Luc Godard, the most surreal interface between industry opposites anyone could remember.

But if you have the cash or determination any door is open to anyone at Cannes, mainly because there are no doors: this is a world of beachfronts and open-air bars.

Since the Golan heyday the age of the Internet has arrived, today commentators ask: How long can film festivals go on if all their essential business, including film-watching, can be done in cyberspace rather than on the Carlton Terrace or in the Salle Lumière?

One answer is easy. There is no web site where you can drink champagne, nor any cyber-resort where you can sit on a sunny beach surrounded by the beauties of nature (animate and inanimate). Here, if you are a film critic, you scribble deep thoughts on a recent movie or, if you are a film maker or entrepreneur, you court your hoped-for associates.

Another answer is that the crush, crowd and excitement often deemed the curse of Cannes are in reality a blessing. They energise the world's response to a new movie season.

A *casse-célerié* at Cannes is a *casse-célerié* for ever: whether it is Antonioni's *L'Assommoir* whose famously hostile reception won it more attention than a year

of good reviews, or Tarantino's *Pulp Fiction* whose seismic impact at Cannes won it priority bookings across the world.

Anticipation can be as hectic as aftermath. Cannes is the only place where you can experience a jostling frenzy comparable to a football crowd while seeking entry to a movie that, you

may quickly learn, could empty an entire stadium.

The scrimmage to get into one screening years ago was so intense that I remember pulling anxiously and vigorously at the cord on my special festival bag, containing photos and press kits, because it was trapped in the crush of people behind me. Only a minute or so

later did I realise that my bag had long since been left behind in the *mêlée* and what I was now tugging at, as her loud protests indicated, was a young French woman's skirt.

At least we understood each other: two nations united by a common breakdown in propriety. Such breakdowns do not happen

often at Cannes, though the myth would love to suggest they do. The festival was born out of chaos, but it was and is a chaos seeking harmony. A war-torn continent sought ways to reunite culturally and found cinema to be an ideal medium and mediator. It still is. And Cannes is still, for most of us, its ideal home.

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2 THE EUROPEAN FILM INDUSTRY

EUROPEAN FILM INDUSTRY • by Alice Rawsthorn

Industry revival gives cause for celebration

As new TV channels come on air and multi-screen cinemas open, demand for movies is rising

It seems fitting that this year, of all years, the European film industry should have real cause for celebration as it congregates on the French Riviera to commemorate the 50th anniversary of the Cannes Film Festival.

Box office receipts are rising across the continent, and European names were prominent among the nominees, and winners, at this year's Oscar ceremony. *Variety*, Hollywood's parish magazine, recently ran an article entitled "The Return of the Natives" about the growing number of British-born

producers who are forsaking successful careers in Los Angeles to return to London.

Arguably the most convincing evidence of a revival in the industry's fortunes is the influx of new investment. After a period in which several European companies were badly burnt in the film business - from Credit Lyonnais' unhappy stewardship of MGM/UA, to Canal Plus' and Carlton's losses after Carolco's collapse - new money is pouring into production and distribution again.

By far the most ambitious European investor is PolyGram, the Dutch entertainment group, which has spent six years - and more than \$800m - on building a Los Angeles-based film business with production companies in the US, UK and France. After garnering 14 Oscar nominations for films such as

Fargo and *Trainspotting*, this spring, PolyGram hopes to bring its film division into the black next year.

In France, Canal Plus has bounced back from the Carolco debacle by buying the UGC/Lumière film library and setting up a London production office with Sony Pictures.

It is also participating in a consortium led by Pathé Pictures to bid for one of the four film franchises - each entitled to up to £29m of Lottery funds - soon to be awarded by the UK's Arts Council. Meanwhile Gaumont is establishing a London base, and has invested in *The Fifth Element*, the \$90m blockbuster chosen as the opening night film for this year's Cannes.

Britain's film industry is flourishing. The number of UK-funded films hit a 15 year high last year, while foreign investment soared. Channel 4, the ITV

companies and BSkyB satellite television group have unveiled plans to produce more feature films; and Richard Branson's Virgin group, another Lottery bidder, may soon diversify into film production.

German films are enjoying a level of success they have not experienced since the 1980s, at a time when cinema admissions are rising rapidly, thanks to the opening of new multiplexes. The comedies, *Werner - Das Muss Kessel!* and *Maennerpension*, were among Germany's top 10 films last year. *Rosini* and *Knockin' On Heaven's Door* have fared equally well this year.

Europe still churns out art house classics - the Oscar-winning *Kolya* was the number one film in the Czech Republic during 1996 when it grossed nearly twice as much as *Independence Day* - but many film makers seem to

have lost their old inhibitions about being populist.

"There used to be a feeling that this was an art house industry, and that it would be a betrayal to make a film the audience actually enjoyed - that's changed," says Duncan Kenworthy, producer of *Four Weddings and a Funeral*, which is the highest grossing British film ever, having taken over \$250m worldwide since its 1994 release.

At the same time the North American audience has become more receptive to the sophisticated films at which Europeans excel. "We've been lucky in that these two things have come together," says Eric Fellner of Working Title Films, executive producer of *Fargo* and *Dead Man Walking*.

Another change is that the European industry's diversity is now as much a strength as a weakness. A "multicul-

tural film" used to be a euphemism for Euro-puddings, which were trashed by the critics before being trounced at the box office. These days it might describe *The English Patient*, made by a British director in Italy and Tunisia with money from the US, or *Secrets & Lies*, Mike Leigh's uncompromising vision of contemporary Britain, produced by France's Cidy 2000.

Yet the chief catalyst for the European film industry's revival is the increase in demand for its output as new television channels come on air and multi-screen cinemas open. Dodona, the research consultancy, expects the number of European cinema admissions to rise by 150m to about 900m by the end of the decade, which bodes well for the follow-ups to *Werner*, *Kolya*, *Trainspotting* and the companies behind them.

THE FINANCIERS • by John Gapper

The lean years draw to a close

Producers are adapting to the increasing fragmentation of sources of finance

As the recent success of *The English Patient* - made by a British director with English and French leading actors but American money - demonstrated, the overwhelming source of finance for films remains the US. The estimated \$725m that was invested in British films last year is a fraction of Hollywood's annual \$3.5bn investment in making American feature films.

Europe lacks the vertically-integrated studios of the Hollywood model that finance the making and distribution of films, as well as the by-products such as merchandising. By contrast, European investment in films is gathered together from disparate sources such as pre-payment for distribution rights, bank bridging finance and national and local subsidies.

Yet despite the vastly smaller scale of European investment in films, and its disparate nature, some argue that the late 1990s is a golden age for the financing of European films.

"I have worked in the business for 25 years, and I have never known a better time for stories to be written, and films to be made," says Simon Perry, chief executive of British Screen Finance, the privatised company which channels loans and grants to films.

Optimism is easier to find among those in Britain than in some of the other Euro-

pean markets. France is going through a lean patch in terms of both finance and creativity. Yet there are signs that Europe's producers are now adapting to the fragmentation of finance, and may be better suited than their US counterparts to an age of independent film-making.

Although most film-makers outside the US regard the flow of finance in Hollywood with envy, the studio model is going through its own crisis.

A rapid escalation of costs, and a growing reliance on occasional blockbusters to finance the rest of the industry, has weakened Hollywood's quality of earnings, while Europe is used to scraping by more cost-effectively.

Mr Perry says he still regards the studio model as "a Platonic ideal" for film-making, but says European producers are "weaning themselves from an unhealthy dependency on America".

Instead, they have become accustomed to assembling financial backing from various sources in different countries - including public subsidies for production in France and Germany.

The conventional method of film finance in Europe is to gain backing from distributors around Europe - including television channels such as Canal Plus in France and BSkyB in the US - and then to obtain bridging finance from specialist banks such as Guinness Mahon in London. Although there is also a degree of equity investment from funds, it plays a minor role.

The British film industry has been going through a period of strong development over the past two years, both because of a burst of creativity and because it has gained significant public subsidies for the first time through the National Lottery. Lottery money is now to be used to distribute about £160m over six years to UK film production through franchise companies.

This compares with a situation three years ago, when the total public subsidy for film-making was £4m, through a British Screen-managed programme.

Premila Hoon, head of film finance at Guinness Mahon, argues that "for a long time, the UK film industry was squeezed between public subsidies in Europe, and a US industry with which it could not compete".

There are some signs that this improvement in revenues could lead to an escalation in costs. However, although some skills shortages have emerged in the UK, some argue that price escalation is actually worse in France as a result of a level subsidy of a contracting industry. "Technicians are just charging more for doing less," says one industry executive.

In general, the European film industry seems to be emerging gradually from a period in the 1970s and '80s when it was both over-awed and financially out-gunned by Hollywood into a more confident phase.

"We are gradually seeing greater integration and co-production, and it is slowly becoming easier for producers to cross European borders," says Ms Hoon.

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Premila Hoon, head of film finance at Guinness Mahon, argues that "for a long time, the UK film industry was squeezed between public subsidies in Europe, and a US industry with which it could not compete".

There are some signs that this improvement in revenues could lead to an escalation in costs. However, although some skills shortages have emerged in the UK, some argue that price escalation is actually worse in France as a result of a level subsidy of a contracting industry. "Technicians are just charging more for doing less," says one industry executive.

In general, the European film industry seems to be emerging gradually from a period in the 1970s and '80s when it was both over-awed and financially out-gunned by Hollywood into a more confident phase.

"We are gradually seeing greater integration and co-production, and it is slowly becoming easier for producers to cross European borders," says Ms Hoon.

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PROFILE PolyGram

Test screenings are always nerve-racking events for the executives who have greenlit a feature film, but the first public screening of *The Game* at a small Los Angeles cinema last month was more tense than usual.

On paper, *The Game* has all the ingredients needed to be a hit. It has bankable stars in Sean Penn and Michael Douglas, and a hot director in David Fincher, a 34-year-old who began his career making pop promos and hit a Hollywood home run last year with the thriller, *Seven*.

The Game, scheduled for release in early autumn, also benefited from a \$60m production budget, making it the most costly movie PolyGram, the Dutch company, now the largest European-owned film production group, has made in six years in the industry. If *The Game* is a hit, it will provide a welcome boost for PolyGram in the run-up to the launch of its US distribution network and raise the film division's chances of moving into profit next year.

Would Alain Lévy, PolyGram's French-born president, have decided to diversify into film production in 1991 had he known that, six years later, his company would have invested \$600m and still be struggling to break even? "Absolutely," he says.

"There are two ways of valuing this business: trading performance and assets value. We probably won't break even in 1997, we could do in 1998 - although I underline the



Sean Penn and Michael Douglas in 'The Game', the \$60m thriller by 'Seven' director, David Fincher, which debuts this autumn as the most expensive film PolyGram has financed. PolyGram/Tony Fickelmeier

Strategy put to the test

word 'could'. But we have built a tremendously valuable asset."

Despite Lévy's enthusiasm, PolyGram's assault on the movie business has not been easy. The Dutch group, which owns the world's largest record company and is controlled by Philips, the consumer electronics concern, has flirted with Hollywood before. In 1977 it took control of Casablanca, a Los Angeles-based film company, only to incur heavy losses.

When PolyGram returned to Hollywood in the early 1990s, it took a very different approach. Mr Lévy sent one of his most experienced executives, Michael Kahn, a British

lawyer, to set up a company in Los Angeles. Mr Kahn had no experience of the film industry, but Mr Lévy believed his objectivity would help him to curb the

excesses of the profligate film business.

PolyGram began by investing \$300m over the first three years, and has since spent another \$600m to create a business composed of production companies such as Working Title, which made *Fargo* and *Four Weddings and a Funeral*, and Egg Pictures, Jodie Foster's production company, together with a recently formed television production unit, and a library of films and TV programmes including the rights owned by Lord Grade's ITC. It has also established distribution companies in the UK, France, Germany, Holland, Spain and Australia.

On the plus side, PolyGram has earned a reputation for making critical and commercial successes such as *Fargo*, *Dead Man Walking* and *The Usual Suspects* (all of which

have scooped Oscars in the past two years) and *Trainspotting*, the cult British hit. These successes, coupled with innovative marketing, have enabled it to attract talented film makers, such as David Fincher and the *Trainspotting* trio.

The flip side is that PolyGram has been mired in unsuccessful bids for MGM/UA, the US studio, and Samuel Goldwyn Company. It is now battling Canadian authorities to set up a distribution company there to complement the US operation.

And so far, the profits from its critical hits have been insufficient to cover the losses from the flops, and PolyGram has only produced a handful of the commercial blockbusters on which Hollywood studios depend. Despite successes such as *Sleepers*, which has taken more than \$160m

worldwide, its biggest success is still 1994's *Four Weddings* with global receipts of \$252m.

Mr Lévy is now gambling that he can bring the film division into the black by investing up to \$340m over two years. This will be used to set up new distribution networks in the US, and possibly Italy, and to increase production capacity, probably through deals with directors such as David Fincher's three picture agreement.

Controlling distribution in the US, still the world's largest film market, is critical for the future profitability of PolyGram's film division. As a distributor, PolyGram could control its marketing in the US and retain more of the profits from hits such as *Four Weddings*.

Conversely, it would be fully exposed to the losses of its flops, and would need to release a steady flow of films to maintain credibility with exhibitors at a time of fierce competition for cinema screens. It intends to make up to 16 films a year from 1998, and from 1999 to release one movie capable of opening on over 2,000 screens every quarter.

Mr Lévy has needed a strong nerve to stick to his strategy, particularly over the past year when PolyGram's shares have been depressed by sluggish music sales. But if, as he hopes, the film division moves into profit next year, his gamble will pay off.

Alice Rawsthorn

PRODUCTION STUDIOS • by Alice Rawsthorn and Frederick Stüdemann

Renaissance for film facilities

Money is being poured into modernising old and creating new complexes

Along with the dark side of the Force and Luke Skywalker's light sabre, a disused aircraft factory at Leavesden in Hertfordshire will soon enter sci-fi folklore when George Lucas shoots the first of his three *Star Wars* prequels there.

Having constructed the sets, the *Star Wars* team is casting the movie and will soon start filming on Levesden's sound stages - hastily converted from old aircraft hangers for the making of James Bond's *GoldenEye* three years ago. As soon as filming finishes in September, the site will be demolished and a new production complex built with state-of-the-art post-production facilities and eight sound stages.

A few miles away at Pinewood Studio, two new stages have been commissioned to bring the total to 20, while nearby Shepperton Studio is completing the construction of four stages and 40 production offices. Over at Hillingdon, on the western outskirts of London, Warner Bros executives are trying to secure planning permission to build a production studio and theme park complex.

The flurry of investment in the UK follows two buoyant years when Pinewood and Shepperton have been fully booked, thanks to the UK film industry's renaissance and Hollywood's new-found enthusiasm for shooting blockbusters in Britain. Elsewhere in Europe, efforts are being made to revitalise other old studios, including Babelsberg near Berlin, where Fritz Lang and Josef von Sternberg worked in the 1930s, and the legendary Cinecittà site in Rome.

Only a few years ago the picture looked very different.

The grand old European studios were either mothballed, or moribund. The exceptions were Pinewood and, to a lesser extent, Shepperton, which were quicker than their continental counterparts to realise that, even if demand for feature films was dwindling, they could make healthy profits and maintain modern facilities by shooting commercials, TV dramas and pop videos.

By the mid-1990s, when Hollywood producers were returning to the UK and more British feature films were being given the green light, Pinewood's success helped to persuade Compagnie Générale des Eaux (CGE), one of France's largest industrial groups, to spend \$100m on buying the dilapidated Babelsberg complex from the German government. It also prompted Ridley and Tony Scott, the British-born brothers who have directed a string of Hollywood hits including *Blade Runner* and *Thelma & Louise*, to acquire Shepperton, Pinewood's arch-rival.

The Scotts have since invested heavily in modernising and expanding Shepperton's facilities: while CGE has ploughed \$235m into building new sound stages, post-production resources and a digital effects unit at Babelsberg. Other investors have also poured capital into creating new European production complexes, or renovating existing ones.

Ardmore Studios near Dublin took on a new lease of life in 1983 when the Irish government introduced tax incentives for film makers. Demand for film facilities in Ireland has since risen rapidly, and a digital effects studio has opened in Galway.

Last year the Italian authorities unveiled plans to privatise Cinecittà in a bid to bring its facilities up to Hollywood standards. The Russian government is now considering handing over control of Mosfilm, the

sprawling but antiquated Moscow studio. Meanwhile a consortium of French investors has unveiled proposals to modernise the outdated Studios 91 complex in the village of Arpaçon, near Nice.

One of the most aggressive investors has been Warner Bros, part of Time Warner, the US entertainment group. Last year it opened a Movie World complex at Bottrop near Düsseldorf, which is modelled on the Warner Roadshow Movie World studio and theme park development at Ozenford on Australia's Gold Coast run by Warner with Village Roadshow and United News & Media, the Australian and UK media groups.

Already Australia's biggest - and busiest - production studio, Movie World has profited from the recent resurgence of Australian cinema. So far, the Bottrop

development has fared equally well in Germany. At 6,000 square metres it is nearly as big as Babelsberg, and has had more success than the latter at persuading the newly buoyant German film industry to shoot features there.

Warner and its partners are now trying to clinch planning permission for a Movie World development in the London suburb of Hillingdon. Securing the necessary consents has proved more difficult than they expected, and the project has slipped behind schedule. The partners have considered other sites, notably Greenwich in south-east London, and the Hertfordshire town of Hatfield, where Steven Spielberg will spend this summer shooting part of *Saving Private Ryan*, a second world war drama, but neither was deemed suitable. They are now pressing

ahead with plans for Hillingdon and, despite the delays, Warner executives claim to be confident that the project will come to fruition.

Will there be enough demand for Europe's production studios once the extra capacity comes on stream? Babelsberg is already struggling to attract feature films, although it is busy on the television front, whereas Levesden expects to kick off its new complex with the next two *Star Wars* prequels, and other studios seem equally optimistic.

"We've been tremendously busy for the past three or four years, and we're fully booked until August," says Steve Jagg, managing director of Pinewood Studio. "That's as far ahead as you get in this business. But put it this way, if we didn't feel positive, we wouldn't be building two new sound stages, would we?"

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May 1997

HOLLYWOOD IN EUROPE • by Alice Rawsthorn

Tinsel town goes east

Rising costs in the US have lured American producers across the Atlantic

The opening night film at the 1996 Cannes Film Festival is *The Fifth Element*, a \$90m Gaumont production in which Luc Besson, the French director, presents his vision of 24th century Manhattan with skyscrapers stretching 200 storeys into the sky and 200 storeys below the ground.

Most of the visual effects, including shots of the skyscraping skyline and subterranean tunnels, were created on the computers of Digital Domain in Venice, California. But the live sequences of the film, starring Bruce Willis and Gary Oldman, were shot at Pinewood Studio in leafy Hertfordshire.

A dozen other blockbusters – including *Mission Impossible*, *Boyz n the City*, *Die Hard* and *The Saint* – were made in Europe last year, most of which, unlike *The Fifth Element*, were funded from the US. Stanley Kubrick has spent this spring filming *Eyes Wide Shut*, a Warner Bros thriller starring Tom Cruise and Nicole Kidman, at Pinewood. Steven Spielberg is now shooting *Saving Private Ryan*, a second world war drama with Tom Hanks for his DreamWorks entertainment group in Hatfield.

The influx of Hollywood investment has provided a welcome source of capital for the European film industry. In the past the US studios have tended to shoot in Europe whenever the dollar was strong, only to withdraw as soon as exchange rates became less favourable. This time there are signs that their enthusiasm may be more enduring.

Currencies played a critical part in reawakening Hollywood's interest in Europe when the dollar strengthened after the 1992 ERM crisis. The US studios began by shooting low budget productions, initially in the UK. They then moved to Ireland,



Luc Besson directing 'The Fifth Element', the \$90m blockbuster financed by France's Gaumont, which is the opening night film at Cannes. One of the most expensive movies to be funded by a European company, it will be distributed by Sony in North America

lured by the 1993 tax breaks, and to eastern Europe, where extras were cheap to hire and the streets could be cleared for spectacular action sequences.

At the same time the cost of filming in Los Angeles escalated, as did demand for production facilities there. The Hollywood studios started to base more expensive productions in Europe.

Both *GoldenEye*, the last James Bond movie produced by MGM/UA, and Paramount's *The Saint*, were filmed in England and Russia. *Mission Impossible*, the \$64m Paramount production, was shot in England and the Czech Republic, with a helicopter chase "inside" the Channel Tunnel.

Filming in some European locations can be problematic. A member of the *Mission Impossible* team described the Czech attitude to their arrival in Prague as "Shake down the Americans for all they're worth". Even Ireland has its drawbacks. "The figures looked great on paper thanks to the tax breaks," recalled one British producer after shooting a Hollywood-

funded picture there. "Then we realised none of the construction team had worked on a movie before, and that all our incidental expenses, even newspapers, cost twice as much as we'd expected."

Most US producers play safe by choosing the UK as their European production base, partly because of the common language, and partly because of the skilled labour and technology available at Pinewood, Shepperton and Leavesden Studios.

The German studios, Babelsberg near Berlin and Warner Bros' Movie World complex on the outskirts of Düsseldorf, are equally well-equipped, but their efforts to woo Hollywood productions have been dogged by the strong D-Mark.

Sterling's recent rise against the dollar has raised the cost of shooting Hollywood films in the UK, but does not seem to have deterred US producers. George Lucas will spend the summer shooting the first of three prequels to *Star Wars* at the new Leavesden Studio in Hertfordshire, while a Warner Bros crew working

on *The Avengers* has just left Pinewood to make way for *Tomorrow Never Dies*, MGM/UA's next Bond movie.

"There was some concern when the dollar exchange rate started moving against us, but it hasn't reached a dangerous level," says Sir Sydney Samuelson, head of the British Film Commission. "A week ago I got a call from a US producer who needed six stages to make a sci-fi film in late summer, and I couldn't find anywhere with enough space left."

One reason why the US studios appear unperturbed by the stronger pound is that Hollywood production costs are still rising, thereby diminishing the impact of exchange rates on production budgets.

Yet the main reason for Hollywood's new-found interest in Europe is the growing importance of the foreign market. Box office receipts from the "rest of world", as the US studios call everywhere outside North America, grew by 7 per cent to \$2.5bn last year, according to the Motion Picture Association of America,

while domestic revenue rose by 1 per cent to \$2.4bn.

Europe is one of Hollywood's fastest growing markets, and should show strong growth for the rest of the decade as hundreds of new multiplexes and megaplexes are built.

Arguably, the easiest way for the US studios to make their pictures appeal to the fast-expanding foreign audience is by including familiar locations. Several studios have gone further by expanding administrative and distribution operations in Europe, and establishing new production units.

Warner Bros is not only shooting more films in Europe, but has opened an animation unit in London and unveiled plans for a Movie World studio and theme park at Hillingdon, Middlesex. Walt Disney is also reportedly looking for a UK production base, and has already opened an animation unit in Paris with 24-hour video conferencing where its French animators can communicate directly with their US counterparts – and even show them their sketches.

CINEMAS • by Alice Rawsthorn

Welcome to the megadome

Multi-screen complexes are set to proliferate as US groups target Europe

An otherwise inconspicuous street in Ontario Mills, California became a battlefield for the US cinema industry this spring when a 22-screen Edwards Cinemas megaplex opened opposite a 30-screen AMC cinema complex.

Multiplexes and megaplexes have sprung up across the US in the past two decades, but Ontario Mills is the first place where two huge cinemas have been built so close together. The ensuing battle underlines the saturated state of the US market and explains why so many North American operators are turning their attention to Europe.

Hundreds of new European cinemas are scheduled to open before the end of the decade. Warner Village alone – a joint venture between the Warner Bros subsidiary of Time Warner, the US entertainment group, and Village Roadshow, the Australian media concern – plans to build nearly 300 multiplexes in the next four years. A recent study by Dodona Research predicts that 2,000 cinema screens will open across Europe by the year 2000, bringing the total to more than 22,000.

In theory, the availability of new cinemas offering a wide choice of films with good catering and merchandising, should benefit the European industry by tempting more people to go to the cinema and triggering a rise in box office receipts.

"If you make cinemas more attractive, people will go more often," says Alain Lévy, president of PolyGram, one of Europe's largest entertainment groups. "That's what happened in

the United States, and Europe's got a long way to go before the market reaches saturation."

The precedent set by the UK and Germany is encouraging. Annual admissions have doubled in the UK since 1985 when *The Point*, the first multiplex opened in Milton Keynes as a joint venture between AMC, the biggest US multi-screen cinema operator, and Bess, the UK leisure group. More than 900 multiplex screens have since opened, and 132m tickets were sold last year, a 15 per cent increase over 1995.

A similar pattern is emerging in Germany where two huge cinemas have been built later than it did in the UK. Some 600 new screens have opened there since 1990, but the level of construction activity is accelerating. There are now 30 cinema complexes with at least nine screens, nearly half of which opened last year.

Box office receipts have risen sharply, with ticket sales reaching an unprecedented \$796m in 1996, an 11 per cent improvement over 1995. German-language films have fared well, mustering a 72 per cent increase in revenue last year, largely because the new multiplexes can show a wider range of films, rather than a limited selection of Hollywood blockbusters.

Both the UK and Germany are still prime targets for investment. Warner Village plans to add another 23 cinema to its 17-strong UK chain by 2000, including a 30-screen megaplex with 4,500 seats in Birmingham, which will be the biggest cinema in the country. It has also scheduled some 16 multiplex openings in Germany, where it already owns four.

UCI – a joint venture between Universal and Paramount, the Hollywood movie studios owned by Seagram and Viacom, the North

American groups – plans to open two new UK multiplexes this year, together with six in Germany, including two in Berlin.

Dodona expects 600 new multiplex screens to open in the UK by the year 2000, and predicts a healthy increase in annual admissions from 130m to 150m. It also anticipates about 200 screen openings in Germany, bringing the total to more than 4,250 by the end of the century.

Other European countries will also gain new cinemas from a combination of foreign and local investment. AMC, which withdrew from Europe several years ago after opening *The Point*, is returning with an ambitious construction programme.

Village Roadshow teamed up with Vardiniyannis, a Greek oil group, to open Greece's first multiplex last winter. They now have 10 other developments in the pipeline for Greece. Warner has joined forces with Lusomundo, the Portuguese media company, to build 15 multiplexes there. They also plan to develop a 20-screen chain in Spain with a local partner, Sogecine.

Virgin, Mr Richard Branson's leisure group, is considering proposals to extend its recently acquired UK cinema chain to continental Europe. Heron International, the privately-owned property group, recently unveiled plans to invest \$135m on building a chain of five multiplexes in France and Spain.

The Scandinavian cinema market is also expanding. Construction will start this summer on a 40-screen megaplex in Helsinki, which will be run by Finnkin, Finland's largest cinema operator. Sandrews Metronome, a joint venture between Sandrews, the Swedish film company, and Norway's Schibsted, is converting an old Helsinki theatre into a 10-screen multiplex, and is searching for appropriate sites in Norway.

At present, there seems no shortage of enthusiasm, or capital, for building new cinemas in Europe. Indeed, the chief obstacle is the limited supply of sites. Conventional wisdom suggests that a typical town can only support one multiplex – unless, of course, events at Ontario Mills prove otherwise.

PROFILE Canal Plus

Taking the lead as a supporting actor

There could hardly be a more appropriately colourful setting for the headquarters of Le Studio Canal Plus in Paris than a 19th century building which was originally an up-market brothel and more recently the offices of former prime minister Edouard Balladur.

Nor, is there a more symbolic image of the ambitious development of the film production subsidiary of the French pay television station over the past few years than the twisting staircase that dominates its two-storey office space.

Founded in 1986, Canal Plus, its parent company, always had an important role in France's highly-regulated system of support for the film industry.

It is obliged to spend 12 per cent of its turnover on French and European films, in exchange for the right to broadcast its encrypted, subscriber-based service – including films several months ahead of its rivals.

In an effort partly to protect independent production, broadcasting regulations also prevent Canal and the country's other mainstream TV companies from taking a controlling role in making films.

But Brahmin Chion, deputy managing director of Le Studio, says that Canal created his company in 1990 after resolving to take a more active role in film production, since "films, along with sport, are the soul of the chain".

The result is that of the FF2.7bn (£280m) spent financing French films in 1996, Canal Plus contributed the largest slice, at FF1.912m making nearly 34 per cent, well ahead of the FF1.49m from the country's other TV broadcasters.

Canal Plus' support included more than 7 per cent of the total from Le Studio alone – a commitment separate from its legal obligations. While some argue that



'A Self Made Hero' by Mathieu Kassovitz whose new film, 'Assassins', is in competition at Cannes

the quality of French films leaves something to be desired, Mr Chion argues that the system has at least allowed France to be the only European country in which such a high proportion of its national cinema market – 37 per cent last year – comprised domestic films.

However, the initial strategy of Le Studio was not entirely happy, with what Mr Chion calls "the US adventure" proving highly costly.

The company linked up with the ill-fated independent producer Carolco, as well as Regency, and undertook production on its own behalf. Its more successful efforts included *Basic Instinct*, *Terminator* and *Star Wars*.

Although many say it was a catastrophe, says Mr Chion, what happened must be set in context. "It was not just Carolco, but all the US independents that tried to compete." Some films had proved successful, but nonetheless highly expensive bets.

It is only this year that Le Studio will write off the costs of its involvement in the US, after reporting losses in 1994 of FF203m,

FF160m in 1995 and some FF50m last year. Mr Chion hopes that from next year, the company will start to generate profits.

In 1994, Pierre Lescure, chairman of Canal Plus and its production subsidiary, resolved that Le Studio should in future focus on investments in Europe, arguing that the risks would be lower there and the potential to make profits greater closer to its parent company's base.

Since that time, Le Studio has created a series of joint ventures, including a partnership with TSI, as well as 49 per cent stake in both Les Films Alain Sarde and Lazemec Films in France, which forms the focus of its activities.

It supports some 15-20 films a year, making it the single largest player in France. The result has been its involvement in a number of critical and commercial successes, including *La Haine*, *Un Hero Très Discrét*, *Le Bonheur Est Dans Le Prêt*, *Nelly et Mr Arnaut* and *Capitaine Conan*.

Some funding has also come through Studio Image 2, the company's contribution to France's

"Sofica" system of investment funds with tax advantages, designed to encourage additional financial support for films.

The company has also been active in other markets, notably the UK, where it has a 75 per cent stake in TOG (The Other Company) and a 50-50 joint venture with Sony called The Bridge, signed last December. It has supported films including *The Pillow Book* and *Il Postino*.

At present, Le Studio is competing for money to fund British films through the Arts Council of England's National Lottery Scheme, in a consortium bid led by the rival French producer Pathé.

But much of its focus has been on continental Europe – notably the Latin countries where funding has been in shorter supply. And it is increasingly looking towards south-east Asia – a market which it says has a strong interest in European films, and considerable talent. Hence its contract signed last year in Korea for distribution – an initiative which could lead to finance agreements.

Andrew Jack

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ARTS

A welcome passion for the medium

Christopher Dunkley writes an open letter to the new head of Channel 4

Dear Michael Jackson,

Congratulations on your appointment as chief executive of Channel 4, a position which has been filled so far by two of the most talented and extrovert managers in British television: Jeremy Isaacs and Michael Grade. Either one would be a hard act to follow. They were 49 and 45 respectively when they began the job, and you were 39 in February. I happen to believe this is the second best job in British television, the best being controller of BBC2.

Why? Because, although it does not achieve the highest ratings or command the biggest budgets, BBC2 consistently provides the most intelligent schedule and the most attractive programmes for the demanding viewer. In an industry where populism always was important and has now become paramount, even in the UK, BBC2 has managed to provide an alternative for the thinking viewer and to make specialised programmes which have won sizeable audiences.

Some will argue that this has only been possible within the protected enclave provided by the BBC with its licence fee and BBC1 as a ratings banker. Yet nobody can deny that BBC2 has made an extraordinary success of programmes such as *Horizon* (science), *Top Gear* (motoring) and *Food and Drink*, a success which has never been matched by Channel 4 despite the worthy intentions of its famous "remit" and the demand from parliament that it provide a "distinctive" service. I think that if Channel 4 could have achieved similar successes it would have, but it has never happened. Both channels win an audience share of 10 to 12 per cent, but where BBC2's Top 10 is full of factual and home-grown series, C4 wins its share with American imports, quizzes and soap opera, like so many other networks.

But I don't have to lecture you about the virtues of BBC2: you

were controller of the channel when your contemporaries were still doing work experience. Given that you moved up from that job to become director of television for the entire BBC and controller of BBC1, some may wonder why you should want to step aside into what might seem like a less significant post. But (remembering that Michael Grade is on a "remuneration package" worth about £625,000 which makes BBC pay look a little wan, even if this alone would not tempt you away) there are good reasons, aren't there?

You and Channel 4 are both products of the modern age of the mass media: the channel came into existence in 1982 three years after you had left the Polytechnic of Central London where you took a first in media studies. And when you left what

did you become? Organiser of the Channel 4 Group, a lobby dedicated to getting a big chunk of programming for independent producers. Then - as a highly successful young indie yourself - you made *The Sixties* and later *The Media Show* and *Open The Box*. From the start it seemed pretty clear that you didn't share the patrician view of many of those who used to run television that it was all right to earn your living in the industry, and okay to appear on screen, but a bit naïf to actually watch telly. You never thought that a passion for *The Avengers* or *Thunderbirds* was a reason for shame. Indeed, you took to mounting theme evenings on BBC2 for people who particularly liked that sort of thing.

Having spent my life opposing that mixture of superciliousness, fear and ignorance which has always characterised so much of the British middle-class

intelligentsia in its attitude towards television, I welcome your enthusiasm for the medium. I have strong reservations about the fashionable attitude that "better" and "worse" are meaningless concepts in art and culture and that popularity is the only true measure, but although I suspect you might flirt with that notion in a late night argument, I reckon the most telling evidence of what you really stand for is contained in the programmes you have made and the schedules you have built. Those suggest you are much the best candidate for this job.

Could I make a few suggestions about what you might do? First, since almost every other channel (apart from BBC2) is now going flat out for populism, "being different" should mean C4 not doing so. In the long term you might try to

reduce the vast quantity of American material that the channel has carried, ever since the earliest days under Jeremy Isaacs when it had a bigger proportion than any other in Europe. Then, since every other network is besotted with youth, and given that demographics show the balance swinging rapidly towards the older section of the population, you might drop such inane and embarrassing material as *The Gilt Show* and go for something braver.

Given that you were the creator of *The Late Show* on BBC2, and that it has now been scrapped, it would be good to see you bringing daily arts coverage back to television. And given that, similarly, you were the creator of *Open The Box* and *The Media Show* for Channel 4 in your days as a producer, and that there is now not a good regular series about the press or

television itself on any channel (though C4's own *Right To Reply* is the best of that specialised sort of programme) we shall look to you to fill the void. It is particularly shameful that television has never maintained a watching brief for the public on newspapers with anything like the assiduousness that the papers have scrutinised television. The disappearance of the token quarter-hour *What The Papers Say* emphasises the gap.

Finally, is there any hope that at Channel 4 you will be able to do what the last four controllers of BBC2 have all promised but failed to do: show the entire *Bilko* series in chronological order at a reasonable time of day? Apart from that brief flare of genius in *Fawlty Towers* I regard *Bilko* as the greatest television comedy ever made, and although your enthusiasm is, I believe, slightly less than mine I know what importance you attach to the proper use of archive material. If BBC2 doesn't have the rights tied up, could you have a go? Good luck.



Anne-Marie Owens as Venus: musically, the new production was a fitting climax for Paul Daniel's seven-year tenure as music director at Opera North

Opera/Andrew Clark

Split-identity Tannhäuser

Staging a Wagner opera is a challenge no company takes on lightly, especially in the cash-strapped British regions. Opera North's new production of *Tannhäuser* - the work's first professional showing in the UK for 10 years, and the first outside London for more than 30 - is therefore a major event in the calendar. The opening night at the Leeds Grand Theatre on Saturday proved a fitting climax to Paul Daniel's seven years as music director - he takes up the same position with English National Opera next season - but it was not the unqualified triumph the company deserved. A confused and sometimes comic staging by the director-designer David Fielding resulted in a split identity: what we heard was rarely matched by what we saw.

The fact that the musical quality swept all before it is a tribute to Daniel's maturity as a Wagner conductor and his unimpeachable preparation of cast, chorus and orchestra. It was not just the clean articulation, refined string textures and natural balances which gave the performance uncommon fluency. Daniel proved himself a master of Wagnerian transition, as effective in shaping the music's grand design as in knitting together the prodigious motifs and melodies of each paragraph.

Daniel chose the Dresden version - leaner and more consistent than the revision Wagner made for Paris -

and remained true to it in spirit as well as letter. What we heard was the light-footed vitality of a composer in his thirties: the overture and Act 2 procession were free of the bombast that mature Wagner encourages conductors to adopt as an all-embracing style. Daniel's reading has yet to achieve the ecstatic quality which turns a commendable performance into a great one. Even so, the gravitas and polyphonic splendour he brought to the closing pages could not have been bettered.

In *Tannhäuser*, Wagner invests with the duality of real and idealised worlds,

freedom and convention, sensuality and purity, which he found so hard to reconcile in his own life. Instead of clarifying these themes for audiences encountering the work for the first time, Fielding indulges in the kind of stale modernism which denies the work's individuality.

Venusberg is a room full of dummy prostitutes; the statue of the Madonna resembles an erect penis; the knights, sporting storm-trooper outfits one moment and designer suits the next, are alternately aggressive and repressed; the star to

which Wolfram sings so eloquently is a light bulb, and various other clichéd symbols swing down from the flies. The result is a Wagner parody. As is often the case in this type of production, however, Fielding soon runs out of ideas, and in the big ensembles of Acts 2 and 3, his cramped, sterile set forces him to concentrate on essentials.

Fielding's direction of singers could not be more conventional, and only Rita Cullis rises above her surroundings. Her Elisabeth is the picture of virtue, holding the stage with calm concentration and investing each phrase with dignity and

feeling; an interpretation, like Rodney Blumer's elegant translation, worthy of a more sensitive production. Anne-Marie Owens is miscast as Venus. Dressed like a northern frump who tries and fails to look sexy, she never establishes the nature of Tannhäuser's temptation.

In the title role, Jeffrey Lawton sings and acts intelligently, and brings a vivid sense of expression to his Rome narration. Keith Latham is the dour Wolfram, while Clive Bayley makes his mark as a dashing Biterolf. Norman Bailey's Landgrave looks ridiculous and sounds frail, but somehow maintains his dignity. London audiences will be spared Fielding's production when Opera North brings *Tannhäuser* to the Royal Festival Hall for a concert performance on June 14.

Concert/Stephen Pettitt

On the 'Shine' bandwagon

On previous legs of David Helfgott's international tour foreign critics who have slated his piano playing have themselves been roundly criticised. The implication is that they have conspired to ruin what should be a fairytale coda to the story of the film *Shine*. In reality, having heard Helfgott myself on Monday, I can say that they were doing their job properly and bravely, in the face of some absurd hype propagated by marketing men fertilised by a gullible, ignorant, or cynical media.

For however good the film is, there is no excuse for presenting this still evidently disturbed man on the world's major concert hall platforms. The ears of those at this concert who know our music, our pianists, told us that Helfgott is no longer, if he ever was, a pianist of the front rank. He can scarcely satisfactorily shape a single phrase, let alone a whole movement. His tone is weak and thin. His pedalling technique is erratic. He does not voice his chords. His tempi and dynamics are inconsistent. Often, he does not even get the notes right. And when he does, as in a trio of flashy encores that included, inevitably, Rachmaninov's arrangement of "The Flight of the Bumble Bee", it is as though he is an eager schoolboy showing off. There seemed to be no solid musical purpose underlying anything he did. Even Beethoven's "Appassionata" Sonata was more obstacle race than musical odyssey.

The listener has to endure extra-musical noises too, for Helfgott adds to this already disturbing sound a ceaseless counterpoint of tuneless humming and mutterings. In Liszt's Paganini Study "La Campanella", he would stop after shakily negotiating a passage, give a huge "Pheui!" and take a deep breath before going on to the next section, as though he were completing consecutive levels of a computer game,

pausing before he pressed the restart button.

The tragedy is that this is not his fault. But the professional concert platform is not a place to make allowances. People are paying good money - a lot of it, plus a scandalous £6 for a programme - to listen to music, not to witness a freak show. The Helfgott bandwagon is, no matter how inadvertently, a nasty, cruel phenomenon. It tells Helfgott himself that he is better than he really is. It lies to inexperienced audiences, happy to witness in the flesh the phenomenon beatified by the film, about what constitutes good piano playing.

But perhaps most unfairly of all, while elevating a sadly incompetent artist to the stardom heights, it gives a message to those scores of pianists who are equipped with far superior techniques and far more mature musicianship but who luckily languish on the sidelines of the business, that artistic quality does not count for anything. Like Helfgott they won their prizes at their music colleges. Like him they played their daunting concertos. Like him they suffered the bitter let-down on realising that a college medal was no passport to fame and glory. They just happen to have no dramatic stories to tell of breakdowns or poverty. How should I know? Because I worked for 12 years at Helfgott's old college.

These concerts are trading on the popularity of the film. One hopes that Helfgott has been given his due share of the action. But one also hopes that this grotesque circus can be stopped before any more damage is done to its central attraction and to the art of music. Two more Helfgott recitals are apparently booked for the Festival Hall in June. The South Bank management should reconsider the bookings, on artistic grounds at the very least.

INTERNATIONAL
ARTS
GUIDE

AMSTERDAM

CONCERT
Concertgebouw Tel: 31-20-6718345
● Nederlands Kamerorkest: with conductor Philippe Entremont and pianist Philippe Entremont in works by Beethoven; May 11-15

BARCELONA

EXHIBITION
Museu Picasso Tel: 34-3-3196310
● André Derain 1904-1912: display of 60 works by the French artist, concentrating on the years 1904-12, when Derain established a lasting friendship with Picasso, the two artists becoming major influences on each other's work; to Jun 29

BERLIN

OPERA
Deutsche Oper Berlin Tel: 49-30-3438401
● Der Fliegende Holländer: by Wagner. Conducted by Rafael

Frühbeck de Burgos. Soloists include Matti Salminen and Wolfgang Brendel; May 11

BONN

OPERA
Oper der Stadt Bonn Tel: 49-228-7281
● Nabucco: by Verdi. Conducted by Renato Palumbo, performed by the Orchester der Beethovenhalle Bonn and the Oper der Stadt Bonn; May 11

COLOGNE

EXHIBITION
Wallraf-Richartz-Museum Tel: 49-221-2212372
● Tiepolo und die Zeichenkunst Venetids im 18. Jahrhundert: exhibition featuring drawings, sketches and designs by the Venetian artist Giovanni Battista Tiepolo (1696-1770), his sons and followers; ends on Sunday

COPENHAGEN

DANCE
Det Kongelige Teater - The Royal Theatre Tel: 45-33 69 69
● Swan Lake: choreographed by Peter Martins after Petipa and Ivanov to music by Tchaikovsky, performed by the Danish National Ballet; May 10

EDINBURGH

EXHIBITION
Scottish National Gallery of Modern Art Tel: 44-131-5568921
● Picasso: Works from the Collection and Works on Loan;

including a rare early collage work and a number of books containing watercolour sketches; to Nov 9

FRANKFURT

CONCERT
Alte Oper Tel: 49-69-1340400
● London Symphony Orchestra: with conductor Sir Colin Davis and violinist Anne-Sophie Mutter in works by Beethoven and Brahms; May 11

GLASGOW

EXHIBITION
Huntarian Art Gallery Tel: 44-141-3305431
● The Age of Rembrandt: display of prints by Dutch and Flemish artists of the 17th century, selected from the Gallery's own extensive collection and including works by Rembrandt, Rubens, van Dyck, van Ruysdael and van Ostade; to May 10

LONDON

CONCERT
Queen Elizabeth Hall Tel: 44-171-9210600
● Piotr Anderszewski: the pianist performs works by Bach, Mozart and Bartók; May 11
Wigmore Hall Tel: 44-171-9362141
● Vogler Quartet: performs works by Schubert and Brahms; May 11
EXHIBITION
Design Museum Tel: 44-171-3786055
● Erotic Design: a major exhibition which explores the role of the erotic in all forms of

design, including advertising, architecture, product, graphic, interior and fashion design; to Oct 12
THEATRE
Queen's Theatre Tel: 44-171-4945040
● Master Class: by McNally. Directed by Leonard Foglia, with Patti LuPone in the role of Maria Cella; to Jul 30

MADRID

EXHIBITION
Palacio de Velázquez Tel: 34-1-573-62-45
● En La Piel de Toro: display of works by Spanish and Portuguese artists produced in the 1980s and 1990s; from May 8 to Sep 8

MILAN

CONCERT
Teatro alla Scala di Milano Tel: 39-2-88791
● Wiener Streichsextett: performs works by Brahms; May 11

MUNICH

EXHIBITION
Haus der Kunst Tel: 49-89-211270
● Michail Wrubel und der russische Jugendstil: first display of work by this key figure in Russian Symbolism to be held in the West; from May 8 to Jul 20

NEW YORK

EXHIBITION
The Metropolitan Museum of Art Tel: 1-212-6795500

● Cartier: 1900-1939: this exhibition traces the progression of styles from the opulent display of the turn of the century through the innovative geometries and exoticisms of the 1920s and '30s. Includes more than 200 examples of jewellery, clocks, watches, and boxes, as well as design drawings and recently discovered original plaster casts made from the finished jewels as a three-dimensional record; to Aug 3

PARIS

EXHIBITION
Musée d'Orsay Tel: 33-1 40 49 48 14
● Auguste Prault (1800-1879): Sculpteur Romantique: exhibition devoted to the work of the French sculptor Auguste Prault, whose bronze and stone sculptures show influences of Realism and Romanticism. Included are portrait sculptures, sculptures inspired by literature and other objects; to May 18
OPERA
L'Opéra de Paris Bastille Tel: 33-1 44 73 13 99
● Nabucco: by Verdi. Conducted by Maurizio Benini, performed by the Orchestre et Choeurs de l'Opéra National de Paris. Soloists include Sergei Leiferkus, Daniel Galvez-Vallejo, Ferruccio Furlanetto and Violeta Urmana; May 10

THEATRE

Odéon - Théâtre de l'Europe Tel: 33-1-44413638
● A Doll's House: by Ibsen. Directed by Deborah Warner and

performed by the Théâtre National de Bretagne and the Odéon-Théâtre de l'Europe. Isabelle Huppert is Nora; to May 11

ROME

OPERA
Teatro dell'Opera di Roma Tel: 39-6-481601
● Der Fliegende Holländer: by Wagner. Conducted by Philippe Jordan. Soloists include Susan Anthony, José van Dam and James O'Neill; May 10

VIENNA

CONCERT
Musikverein Tel: 43-1-5058881
● Wiener Philharmoniker: with conductor Riccardo Muti in works by Haydn and Schubert; May 11

WASHINGTON

EXHIBITION
National Gallery of Art Tel: 1-202-7374215
● The Victorians: British Painting in the Reign of Queen Victoria (1837-1901): artists bore witness to the energies and tensions of Victorian life, depicting the changing social landscape; includes works by Whistler, Sargent, Leighton, Turner, Madox Brown, Rossetti and Holman Hunt; to May 11

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WORLD SERVICE
BBC for Europe can be received in western Europe on medium wave 648 kHz (463m)

EUROPEAN
CABLE
AND SATELLITE
BUSINESS TV
(Central European Time)

MONDAY TO FRIDAY

NBC/Super Channel:
07.00
FT Business Morning

10.00
European Money Wheel
Nonstop live coverage
until 15.00 of European
business and the
financial markets

17.30
Financial Times Business
Tonight

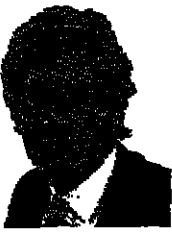
CNBC:

08.30
Squawk Box

10.00
European Money Wheel

18.00
Financial Times Business
Tonight

COMMENT & ANALYSIS



Edward Mortimer

The right to be heard

The new UK home secretary Jack Straw is not likely to fling open the gates to asylum-seekers but he can restore humanity and justice to the system

Dear Mr Straw, Most liberals have greeted your arrival at the Home Office with a very restrained cheer.

Your task, in opposition, was to pre-empt any Tory accusations that Labour is soft on crime or immigration. So you took what sounded an authoritarian line on law and order, and you kept pretty quiet about the previous government's treatment of asylum-seekers. But I suspect you are more liberal than your critics think.

For instance, only two months ago you promised that a Labour government would repeal the 1996 Immigration and Asylum Act, grant more rights to immigrants who want to bring family members to join them, and abolish the "primary purpose" rule under which people wishing to join their spouses in the UK are subjected to intrusive and insulting questions about their marriage.

Ironically you were criticised for this by a Labour councillor in Wolverhampton belonging to an ethnic minority, Mr Minkinder Jaspal. He feared your pledge would play into the hands of Mr Nicholas Budgen, the then Tory MP for the area who was trying to make immigration an election issue.

Happily Mr Jaspal's fears proved unfounded. Mr Budgen, like so many of his colleagues, was swept away by last week's landslide. Who knows, your promises may even have won more votes than they lost.

But immigration was not a main issue in the campaign, and it would not have been in your interests to make it one. However, beneficial immigration may be economically, no mainstream politician is going to say so, and no one is expecting a dramatic relaxation of immigration controls from the new government. Moreover, once you have

immigration controls you are obliged to make sure asylum does not become a loophole in them. And that means continuing to check rigorously on asylum-seekers' credentials.

But I hope you will not repeat the previous government's error of minimising the number of "genuine" refugees (forced migrants) and making out that all other asylum-seekers are "bogus" - that is voluntary migrants who allege a political motive to conceal an economic one.

Your predecessors, having accepted only 5 per cent of applications for refugee status, claimed publicly that all the rest were bogus - even though they granted another 15 per cent "exceptional leave to remain" and deported only about one-seventh of the remainder.

On the other side, voluntary agencies trying to help asylum-seekers tend to assume that most are genuine, and to stress how few there are altogether. But of course the need for tight controls has to be judged not by the number of people who do apply but by the number that might come if the controls were relaxed.

The awkward truth is

many migrants are in a grey area: neither purely voluntary nor yet refugees in the strict sense of being persecuted for their political views or activities. Conditions in many countries are such that one cannot safely carry on normal activities, either political or economic. Also, some people who were not directly threatened before they left home might be in danger if sent back.

It is therefore likely that the potential number of genuine refugees, let alone bogus ones, is higher than any government could easily admit. That is why your predecessors, often in concert with EU colleagues, took measures aimed at preventing would-be asylum-seekers, however genuine, from getting here in the first place. These included draconian fines on airlines who bring in people without valid visas.

That is also why they arranged to return as many asylum-seekers as possible to so-called "safe third countries" without examining the substance of their claims. The latest and most iniquitous turn of that screw came in the 1996 Act which effectively removed the right of appeal against

such decisions by ordaining it be exercised only after the appellant has left the UK. If the appeal turns out to be justified, it is too late to do anything about it.

Another form of prevention adopted by the previous government was deterrence: measures aimed at dissuading people from applying for asylum or persuading them to drop their applications before exhausting their legal rights. For example, Mr Peter Lilley, the former social security secretary removed the right to benefit from two groups.

People appealing against an initial refusal of their application - although many of their appeals are eventually upheld.

People who only applied for asylum after entering the UK - although many of their applications are eventually granted.

Deterrence must also be the real motive for detaining many asylum-seekers without trial or charge. Your predecessor Mr Michael Howard and his minister of state, Ms Ann Widdecombe, repeatedly claimed that such detention was "carefully targeted" at asylum-seekers whose applications had been rejected, to ensure they did not abscond before being deported.

But research by Amnesty International has shown that 82 per cent of the people so detained are arrested when they apply for asylum, and that over half are later released, though only after many months. As Amnesty says, it is hard not to conclude that the systematic use of detention "stems from an assumption on the part of the government that such arbitrary and prolonged detention may act as a deterrent to would-be asylum-seekers".

This is a grave abuse of human rights, especially as detention is not subject to any independent judicial review or right of appeal.

Detainees are eligible for bail, but there is no presumption that bail should be granted. Often it is refused, or thousands of pounds are demanded as surety from people who can hardly be expected to have wealthy friends in the UK.

Regrettably, deterrence seems to work. At least it is one explanation for the drop in the number of asylum applications from 44,000 in 1995 to 28,000 last year.

Obviously, you are not going to fling open the gates. But you can and should restore a minimum of humanity and justice to the system. At least you must restore state benefits to asylum-seekers in genuine need, and carry out an urgent but thorough and open-minded review of the detention system.

In discussions with European colleagues, you should press for a system allowing each asylum-seeker's application to be heard in the country of their choice, with the decision being final and valid for the EU as a whole. If that turns out to mean an increase in the number coming to the UK, it should make us more receptive to the German case for sharing the financial burden.

Finally, you must be prepared to steer refugees towards areas where they will be most welcome. You have the power to make grants to local authorities for this purpose, under Section 11 of the Local Government Act 1966.

Some may say such interventionism smacks of Old Labour. But let's face it, immigration controls, strongly favoured by the right, are in themselves a drastic limitation of individual choice. This is one area where all parties are interventionist. A Labour government should at least be more courageously and consistently so than the Conservative one has been.

Yours sincerely, Edward Mortimer



Protest: Straw has pledged more rights for immigrants

The last tycoon

Warren Buffett's investors are different, says Tracy Corrigan. They are richer

Buffett-mania reached new heights at the annual meeting of Berkshire Hathaway in Omaha, Nebraska this week. Mr Warren Buffett, the company's chairman and America's most successful investor, has become a popular hero for middle America.

After pitching the ceremonial first ball at Saturday night's Omaha Royals baseball game to rapturous cheers, Mr Buffett sat for two hours signing autographs, shaking hands and having his picture taken with admirers. When he called it a night, they were still queuing.

The next day it started again at Borsheim's, Berkshire's jewellery store. After a few more hours at Gora's steakhouse on Sunday, Mr Buffett, like many a diva before him, had lost his voice. It was still shaky on Monday when he opened the shareholders' meeting to a standing ovation from the 7,000-strong crowd.

Old-timers said the queues were a new phenomenon which they attributed to last year's offering of cheaper B shares. For many new shareholders, the meeting was their first opportunity to meet their idol.

One middle-aged man stood up and thanked "Uncle Warren and Uncle Charlie" (Mr Buffett's partner Mr Charlie Munger) for financing his daughter's education. Many other shareholders felt compelled to share their experiences. Mr Buffett's quip about a revival meeting had a ring of truth.

The root of his followers' loyalty is partly financial. Mr Buffett said on Monday that 80 per cent of A-shareholders had bought their shares 20 years ago when they were worth less than \$100 each. They are now trading at \$39,000. Yet the majority of early investors have held on to their shares - even after Mr Buffett suggested last year that they were overvalued.

Mr Buffett remains keen to play down expectations of future performance. He told

investors on Monday it would be difficult in future to achieve returns of 15 per cent, the company's declared target, since it would be hard to come by investment opportunities of the calibre of Coca-Cola and Gillette - described by Mr Buffett as "the inevitables".

The problem for Mr Buffett is no one believes him. For one thing, his modest style has become part of his persona: he owns up to mistakes and makes frequent self-deprecating asides. He warned Monday's audience that "at one time or another, I've said everything I know and a good deal more".

This is part of his charm. Despite having built a multi-billion dollar fortune from scratch, Mr Buffett remains a down-to-earth mid-westerner.

The other reason for investors' scepticism about his warnings is that they have heard it all before. Mr Buffett has been trying to dampen expectations for more than 30 years - as Roger Lowenstein recalls in his biography.

In 1964 he told investors in the partnership which preceded Berkshire Hathaway: "I believe our margin over the Dow cannot be maintained." That year the return for investors was 27.3 per cent, compared with the Dow's 18.7 per cent.

The next year he said: "We do not consider it possible on an extended basis to maintain the 16.6 percentage

One middle-aged man stood up and thanked 'Uncle Warren and Uncle Charlie' for financing his daughter's education

point advantage over the Dow." The partnership returned 47.2 per cent that year, beating the Dow by 33 percentage points. "Such results should be regarded as decidedly abnormal," he declared in 1968.

In 1969, he even wound up the partnership, wary of jeopardising profits.

Mr Buffett's modesty is in conflict not only with his results, but also with his investment strategy. While other investors try to balance portfolios and hedge risk, Mr Buffett makes money by making long-term investments in a small number of shares.

He has eschewed technology companies, the biggest winners of recent years, admitting "there is a very large number of companies that we don't know how to value".

But then he sets a high standard on knowing companies. "My idea of understanding (a company) is having a pretty good idea of where they are going to be in 10 years," he said on Monday.

Still, a bad year for Mr Buffett, in absolute if not in relative terms, must surely come. In stockmarket terms, he has just had one. The Berkshire share price rose just 6 per cent in 1996, substantially underperforming the market.

Mr Buffett was pleased: the book value of Berkshire Hathaway's investments rose 31 per cent - making the shares look better value for money. Shareholders appeared unfazed, after years of hearing his investment philosophy which stresses the long-term view.

Mr Buffett believes his shareholders are different - and he is right. They are more committed, more knowledgeable and probably richer than most individual investors.

"Have you been a shareholder for long?" I asked a man from California as we settled down to listen to Warren's words of wisdom. "No, not long," he said. He paused, then added: "About 10 years."

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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Tory Eurosceptics erred in not seeing Europe emulating UK

From Dr Paul Jowett.

Sir, In the aftermath of the Eurosceptic-dominated Tory election debate, we are left to reconsider the future Conservative approach towards Europe. The stakes for the Tories have changed, after all. They no longer have power, only influence.

While in power, the Eurosceptics of the Tory party viewed Europe as exhibiting the symptoms of the old "British disease", namely inflexible labour markets, high wages, powerful unions, and bloated public spending. The Eurosceptics shunned further integration with Europe because they feared that the strides made in the UK would be undone by regressive influences in continental Europe.

The crucial mistake the Tories made in diagnosing Europe in this way was that they ignored the fact that the trend in Europe is following UK experience, and not counteracting it. The Europeans may be late starters and the pace may be slow, but the philosophy of Thatcherism has largely been accepted in continental Europe, even if in somewhat diluted form. The German economy will see large-scale privatisations, increased flexibility in the labour markets, and downward pressures on labour costs. In addition, the Maastricht conditions are forcing further cuts in public spending.

While many people in continental Europe may think Thatcher overdid it in the UK, few now question the overall direction she took. The danger with the Labour victory in the UK is that British influence in Europe will negate the achievements of the last 18 years, and discourage continental Europe from pursuing similar lines of action. New

Labour looks unlikely to reverse the Thatcherite experience at home, but it may propagate abhorrence of it abroad (particularly under foreign secretary Robin Cook).

Under these circumstances, the Tories need to adopt a longer-term view on Europe. They should work to preserve the heritage of what has been achieved in the UK, and to ensure that it is mimicked in continental Europe. Confined as they are now to implacable opposition within the UK, their most valuable contribution could be to ditch their Eurosceptic stance and fight for reform in continental Europe.

Paul Jowett, partner and office managing director, LEK Unternehmensberatung, Fossartstrasse 22, 81679 Munich, Germany

Very like attempted industrial suicide

From Sir Peter Smithers.

Sir, It is splendid news that the party which you supported in the general election, now the government, is to adhere to the European social charter. But splendid news for whom? Certainly for member governments on the continent of Europe whose high labour costs have produced unemployment rates double and treble those in Britain. They have long complained that lower British labour costs were "unfair". It is good news for those British workers who

manage to retain their jobs after the rise in unemployment resulting from the loss of Britain's "unfair" competitive edge. It will be less good news for those thrown out of work, and for the British people at large who will have to pay for their support.

In the longer run it will be excellent news for Asia, Latin America and Africa. As a high-cost and protectionist Europe loses its competitive edge and therefore its markets, there will be a transfer of wealth from

Europe to the developing world. The US, which follows policies similar to those of the UK since the Thatcher reforms, will remain highly competitive and so will also be a principal beneficiary.

I feel that Adam Smith might have had something to say about all this. To me it looks very like attempted industrial suicide.

Peter Smithers, In Di Pradon 19, 6921-Vico Morcote, Switzerland

Private sector not relevant for the poorest

From Mr Jon Lane.

Sir, Leyla Boulton's article ("Powerful currents", April 29) raises important issues concerning private sector involvement in water and sanitation worldwide. However, it misses one vital point: the billion people who lack access to clean water do not live in the middle-income countries in which

the private companies have started work. Most of them live in the slums and villages of the world's poorest countries. In those countries, water and sanitation is, and will continue to be, provided mainly by government agencies and by the voluntary sector.

When the world economic order allows the poorest nations the prosperity to become customers for the private sector, we development workers will rejoice.

Jon Lane, director, WaterAid, Prince Consort House, 27-29 Albert Embankment, London SE1 7UB, UK

Companies in UK just catching up

From Mr Dieter Niederstadt.

Sir, I am astonished by the admirable skills of your education correspondent in somehow seeming to know how to keep the British public motivated.

Or is there any other explanation for what the article about Britain's position on staff training within the EU is trying to suggest ("Companies rise in EU training league", May 1).

Having experienced the training in both the UK and Germany for some years, I find only one explanation which comes to mind about the UK being a leader in Europe in staff training.

This is that Britain probably needs to be in that position in order just to catch up with its continental European counterparts.

Dieter Niederstadt, 12 Caledonian Court, West Street, Watford WD1 3TF, UK

In the dark on policy

From Mr Dick Olliver.

Sir, Alexander Rowland (Letters, April 30) may have misled readers about the French TV programme on Tony Blair. It was a bland documentary of his career showing him as a friendly, committed person.

During a mission to Paris he certainly volunteered that he liked France and the French, having worked there when young (as a barman), and, briefly, that he favoured co-operation in Europe.

Sensibly, he left us in the dark about attitudes towards integration and the single currency - or any other matters of policy.

Dick Olliver, 8 rue de la Providence, 62200 Boulogne-sur-Mer, France

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Wednesday May 7 1997

Chancellor's Bank credit

Mr Gordon Brown's decision to give the Bank of England operational autonomy may have been unexpected. But it is welcome. It should have been taken by the Tories. Labour's new chancellor of the exchequer is to be congratulated for taking it himself instead.

As encouragingly, the decision suggests that the government is prepared to be more radical than its cautious election campaign indicated. Some may quibble that it was hardly spelled out in the manifesto. Mr Brown can answer that Labour promised to "reform the Bank to ensure that decision-making is more effective, open, accountable and free from short-term political manipulation". He has now done so.

Since a depressingly large number of British economists believe that debauching the currency is the key to economic nirvana, this plan will inevitably attract criticism. Some will complain that the country will lose the seamless co-ordination between monetary and fiscal policies that it could have enjoyed in theory and virtually never experienced in practice. Others will moan about the Bank of England's inflation obsession.

Mr Brown must ignore such carping. The reasons for this change are compelling. First, politicians have been responsible for egregious manipulation of monetary policy for electoral reasons. Second, the voters appear finally to have become deeply suspicious of politicians offering them boons.

Third, the chancellor is more likely to follow a sensible fiscal policy if he has good reason to expect monetary policy will not accommodate it than if he can make it do so. He also knows that tighter fiscal policy will normally lead to a loosening of monetary policy by the Bank, and vice versa.

Fourth, the Bank of England's publicly known forecasting record compares well with that of most other institutions: Last and most important, it is quite clear that higher inflation will not bring enduring gains in output. Almost everywhere, except the UK, professional economists

now agree that monetary policy should aim at stabilising inflation in the medium to long term. Once that decision has been reached, operational independence for the central bank within transparent and accountable procedures is the obvious solution. It will, not least, reduce the insurance premium lenders demand from policy-makers they fear will cheat them. In response to this news and the rise in base rate, the yield gap between 10-year gilts and bunds yesterday declined by a fifth.

The decision is correct. But concerns remain. One is accountability. Under this regime a committee will be responsible for achieving a government target. Should it fail - or act unreasonably - how will such a body be held responsible? It would have been better to have made the governor personally responsible, given him a first-rate advisory committee, and sacked him if he failed.

In a country that prizes parliamentary accountability, members of the monetary policy committee must regularly explain what they are doing to members of the house of commons. The Bank too, will need to think hard about how to convey its message. At present, it is still viewed as the spokesman for the City - an image it must lose if its tougher decisions are to be accepted.

A second concern is over the inflation target. At present it is for inflation of 2½ per cent or less. This gives the impression it does not matter how much inflation falls below 2½ per cent, provided it does not end up above it. It would be better to state the target as 2½ per cent in the medium term.

The chancellor's decision is certainly not a step towards economic and monetary union, which would require separate legislation. But it does offer a sensible alternative to EMU. There is no reason why, under this regime, monetary stability in the UK should not match that in the rest of Europe, with economic performance also at least as good. For giving the country this possibility, Mr Brown deserves much credit.

In the Cannes

The 50th Cannes Film Festival which opens tonight will be the occasion for some justified celebration in Europe's film industry.

A new generation of filmmakers has shaken off the assumption that critical and commercial success are incompatible. Last year's hits, such as Scotland's *Trainspotting* and Germany's *Werner*, were followed by the Oscar triumph of *The English Patient*, directed by the Briton Anthony Minghella. Meanwhile, European companies, led by PolyGram and Gaumont, have increased investment in film production.

Europe's film industry has enjoyed box office hits and Oscar glory before, only to limp back from Hollywood after a couple of expensive flops. This time its resurgence promises to

be more enduring, not least because, after decades of cinema closures, hundreds of multiplexes are being built across the continent and admissions are rising. If the European industry is to benefit from its improving fortunes, it needs political support to match that which Hollywood has long enjoyed. The old mixture of subsidies and cultural chauvinism is clearly not the way forward - as was shown by the failure of half Germany's state-subsidised films to secure cinema distribution. But stronger backing from the European Commission to ensure fair play in international trade negotiations would be a help. If Europe's film-makers can at last make competitive products, they are entitled to the assurance that markets will be as open to them as possible.

US immigration

During his trip this week to Latin America and the Caribbean, President Bill Clinton will have the chance to come to terms with the flip side of legislation he signed into law last year aimed at curbing immigration into the US.

That legislation - the Illegal Immigration Reform and Immigrant Responsibility Act - makes it easier to deport immigrants without documents, extends the list of crimes that lead to deportation, and makes it harder for long-standing residents to avoid deportation.

The law, which has the potential to return tens of thousands of immigrants to the country of their birth, has generated great disquiet among the governments of Mexico, Central America and the Caribbean.

For these countries, the law has large economic and social implications. Not least, it threatens a significant fall in remittances from the US, one of the most important sources of foreign exchange.

It thus threatens to damage US policy objectives in the region, such as consolidating peace in El Salvador, Guatemala and Nicaragua.

For that reason alone, the law should be interpreted liberally by the authorities. For example,

those refugees from central American conflicts who were granted temporary protected status in the US should not be deported simply because peace accords have now been signed.

There is a deeper point, however. The immigration act and last year's welfare act, which reduced immigrants' access to welfare payments, represent a significant change in historical US attitudes to immigration, the foundation stone of US economic success.

Immigration has helped the US authorities to prolong the current economic expansion at a time of near full employment. Slowing the influx of immigrants considerably will make that objective more difficult to achieve. Immigration has also been critical to the lifestyle decisions of many Americans, for example, by providing nannies and servants which allow both partners in middle-class families to work.

The political reaction against immigrants in the US thus conflicts in important ways with the US's own interests. If America's shores are no longer to be so open to the world's poor, it needs a policy towards guest-workers that is fairer to them and works better for the US economy.

Sprint to launch a marathon

The new chancellor tells the FT that his early move to give the Bank of England its independence is part of a long-term strategy

Office becomes the new chancellor. After a six-week general election campaign and four relentless days in the Treasury, Mr Gordon Brown could be forgiven for looking a little frayed at the edges. Instead as he greeted us in the chancellor's grand office overlooking Whitehall, Mr Brown was looking relaxed and refreshed. Thus far at least, the burdens of office have apparently been more easily carried than the frustrations of opposition.

A few moments earlier Mr Brown had shown his determination to hit the ground running by announcing the most radical shake-up in the operation of Britain's monetary policy since sterling's departure from the European exchange rate mechanism in 1992. On some counts it is the most significant since the war. A restructured Bank of England will henceforth have de facto control over interest rates. Yesterday's performance of the Gordon and Eddie show, which saw Mr Brown take the Bank's advice to raise rates by 0.25 points, was the first and last of this administration.

There is a hint too that, as with monetary policy, so with Mr Brown's first Budget. That Budget, scheduled either for June 10 or for early July - international meetings rule out the dates in between - will have as its centrepiece a windfall tax on the privatised utilities to finance a new welfare-to-work programme for young people. But Mr Brown leaves the impression it may have a wider reforming sweep. In the meantime, we can expect to hear more "very soon" of his plans for a fundamental review of all Whitehall spending.

Those, however, hoping the government's pro-European stance would lead it to consider putting sterling in the vanguard of economic and monetary union (EMU) will be disappointed. This brand of operational independence for the Bank is not sufficient to meet the criteria laid down by the Maastricht treaty. To emphasise the point, Mr Brown reminds us that "I have also said during the election campaign, and this is repeated by the prime minister, that I believe it is highly unlikely that we will join EMU at the first date in 1999".

The chancellor explains first, though, why he decided to move so quickly on putting in place the new framework for monetary policy - Mr Eddie George, the Bank governor, learned of the timetable only 24 hours earlier. He was convinced the existing arrangements were unstable and his starting-point was a "determination that we set in place something that will both last for the long term and will give a long-term, stable foundation for monetary policy. I believe that by acting in this way people would be in no doubt about my determination to create a modern framework that could command confidence and credibility."

The words "long term" recur again and again in the conversation, almost as if Mr Brown is exorcising the ghosts of the past. After previous victories, Labour governments have tended to start



FORNIA WILSON

by courting short-term popularity, only to be forced into corrective action later on. New Labour will not make that mistake. Thus the chancellor adds: "One of the most important things that will define this government is its determination to pursue a long-term policy."

As for springing the whole thing on the governor on a holiday Monday, the essential thrust of the policy had been discussed while Labour was in opposition. "I make the point to you as I made to him: that once we had decided it was right in principle to go ahead, it was right to implement it as quickly as possible."

Labour's election manifesto had seemed to suggest this momentous change in the conduct of economic policy was on a fairly distant horizon. The issue, after all, was barely mentioned during the campaign. Mr Brown has no qualms about moving fast. "We set down the principle in our manifesto. The fact that I had 15 press conferences and nobody asked me any questions about that particular point is hardly something I can be blamed for."

There is a question, though, of accountability, particularly to parliament - as it happens the chancellor just a few moments earlier had been talking to the Speaker of the House of Commons. Mr Brown had announced that the governor and a newly appointed deputy in charge of

monetary policy would have to report regularly to MPs via the Treasury Committee.

But what would happen if the Bank's new monetary policy committee consistently got it wrong and set interest rates either too high or too low to meet the government's inflation target? One could imagine, for example, the Bank consistently erring on the side of caution.

Mr Brown says the government retains a national interest power, which can be used in extreme circumstances. But beyond that, the outside members of the monetary policy committee will be appointed for three years. "That does allow you to evaluate the performance of the committee and you can make new plans, of course."

The committee's deliberations will also be open, with published minutes, and it will therefore "come under public scrutiny". The chancellor is keen to stress his proposed changes to the Court of Directors will open the Bank to a wider range of influences. Members of the monetary policy committee other than the governor and his deputy might also be called before the Treasury Committee. And Mr Brown intends to write to the chairman of that committee to discuss other ways of "enhancing accountability".

He could also review the inflation target. At present, the Bank is aiming for annual price rises of

2.5 per cent or less, but it is open to Mr Brown to elaborate on that goal, perhaps by indicating a floor as well as the ceiling. The chancellor is clear, in any event, he retains that right: "I will set the inflation target. The target will be confirmed in every Budget, but it will be my target."

Another option when he comes to legislate for the new arrangements will be to put in place a more formal assessment procedure to measure the Bank's performance in meeting the target.

Mr Brown, though one of the most pro-European members of Mr Blair's cabinet, is clear the changes are not a short-cut to participation in a single currency. Any such decision would require legislation beyond that now proposed. "Therefore it is not the case that, by passing this legislation, parliament is denying itself scrutiny of any further decision in relation to the Bank of England if a decision is made about EMU."

Structural reforms, however, will not stop with the Bank. Debt management operations are to be transferred to the Treasury and the chancellor is to press ahead with plans for a US-style council of economic advisers. His aim is to increase the expertise available to the government of the day across the "whole range of economic policy". Like the changes at the Bank, such a council will promote greater openness. So will chancellor Brown be as

radical in his approach to Budgets? The answer seems to be yes. In monetary policy, he is setting in place a long-term framework: "I think everything I do, including decisions I make in future Budgets, must be seen in the context of the long term as well."

As for his first Budget in a few weeks: "Its role is to equip this country for the future and to begin the task of modernising the welfare state." Mr Brown says its scope will not extend as far as that of the traditional November package. But neither does it sound much like the limited series of measures suggested by some close to the prime minister.

Understandably enough, Mr Brown will not comment directly on the fiscal position - the famous books - inherited from the last government. Many in the City and elsewhere suggest they point to the need for some increase in taxes. There we shall have to wait and see. But it is clear the chancellor's ambitions for welfare reform go well beyond the immediate measures proposed for the young unemployed.

He says: "The present welfare state is in need of radical reform... I want to rebuild it around what I have sometimes called the work ethic." That means encouraging work incentives as well as new education and employment opportunities. Even now, Treasury officials are looking afresh at the possibilities of closer integration between tax and benefits.

On public spending the message is as tough as it was before the election. There is nothing in Labour's programme which requires additional taxation beyond the windfall tax. And cabinet colleagues hoping for a loosening of the reins will be disappointed: there is to be no public spending round this summer. By contrast, the fundamental review of spending priorities will "commence almost immediately and more will be said very, very soon". That suggests it will be near the top of the agenda when the cabinet first meets tomorrow.

The interview draws to a close with Mr Brown joking about how much more fun it is to take decisions than it is to talk about them. After 40 minutes or so, it is apparent he has plans for the Treasury which look far beyond its traditional role as keeper of the public purse.

The chancellor has handed control of monetary policy to the Bank, but his ambitions elsewhere are likely to see the Treasury regain the influence it last enjoyed in the mid-1980s under the then Mr Nigel Lawson. The chancellor, closer than any in the cabinet to Mr Blair, has seen key allies appointed at the Department of Trade and Industry and at Social Security.

Mr Brown thrives on hard work. As one of his officials remarked ruefully yesterday morning: "We are not expecting a quiet life."

Interview by Richard Lambert, Philip Stephens, Robert Peston and Martin Wolf

OBSERVER

Blair's boys in Brussels

Prime Minister Tony Blair faces an early test of British influence in Brussels with David Williams's confirmation that he is stepping down as secretary-general of the European Commission.

Despite Labour's charm offensive in Brussels this week, insiders say there's no chance of Britain keeping the Commission's top office. Williams, a Whitehall high flier and former adviser to Margaret Thatcher, is 66 this week. He's occupied the top post for the last 10 years.

The front runner to succeed him is his deputy Carlo Azeglio, a half-Dutch, half-Italian Mr Azeglio played a key role in the backroom diplomacy surrounding German unification.

But it's not the plain sailing because the commission's French members are not likely to relinquish the post, though it already has Jürgen Trittmar, a German, as secretary-general of the European Council.

Williams's departure leaves the new Labour government

with the task of ensuring that Britain at least receives adequate compensation if it loses the top post to a non-Brit.

The search to secure a director-general posting for a Downing Street candidate won't be easy, trade and competition have gone to Germany and the French have their talents into agriculture.

If Trojak does get Williams's job, the Dutch will have to give up one of their "flags", perhaps at environment. But Blair should ask for more, if only to reward long-serving British civil servants at the Commission such as Philip Lowe or Sue Rinn, both of whom have served Labour-appointed Commissioners.

Upwardly mobile

The use of "highness" as a form of address has taken on special meaning in Spain. Physical stature may have been one of the characteristics to have helped King Juan Carlos consolidate the country's restored monarchy during his 21 years on the throne. But at 1.90 metres - just under 6'3" - he can't measure up to the lofty new crop of male royals.

The latest addition is Iñaki Urdangarín, an international handball player whose engagement to the king's second daughter, the Infanta Doña

Cristina has just been announced. He fits the trend, with a height of 1.96m.

That's much the same size bracket as Jaime de Marichalar, the banker who married the older daughter Doña Elena two years ago to become the Duke of Lugo, and the king's son and heir Prince Felipe. At least it should make it easier to line up the family photographs.

Sky high

Unruly behaviour is bad enough on the street but it can be downright terrifying at 35,000ft. Especially when the punch-up is on the flight deck.

Turkish Airlines announced this week that it had sacked two pilots who fell out on a flight between Bangkok and Istanbul last month. With 240 passengers in the rear of their Airbus 340 the two started a blazing row over altitude instructions given after take-off from Bangkok. By the time the seatbelts came off, other crew members moved in to separate them, a more junior pilot taking the controls.

News of the cockpit scrap follows in the flight-path of last week's calls from the US Association of Professional Flight Attendants for action to stop rowdy passenger behaviour. A conference in Washington

heard hair-raising stories about doors opened during flights and punch-ups provoked by depleted drinks trolleys.

Randolph Babbitt, president of the US Air Line Pilots Association said operators had to let people know that violent, disruptive behaviour on board aircraft isn't going to be dismissed or taken lightly.

One idea put forward was the provision of airborne "sir-bins", where disagreeable passengers could be shut away before facing the courts. But the most draconian proposal to emerge involved deducting frequent-flyer points for bad behaviour. That should bring them down to earth.

Good time

Warren Buffett, America's most famous and most successful investor, still leads a simple life in his native Omaha, Nebraska. Asked by a shareholder to describe his average working day, Buffett declared defiantly that there are "no meetings, no committees and no slide shows".

Instead, he said, he spends some time on the phone and a lot of time reading annual reports and business publications. "I enjoy it, so I make it last, like some other activities in life," said the blunt midwesterner.

Financial Times

100 years ago

Italy's Financial Renaissance It must be evident to all careful students of finance that the vigorous efforts which have been made in the last year or two to bring about an improvement in the finances of Italy are at length beginning to bear fruit. This is indicated by the diminished deficits which, notwithstanding the heavy expenses of the recent African campaign, the Finance Ministers have been able to show; but to those who, without some reason, distrust Budget statements, a still more convincing proof is offered by the decrease of the Gold Premium.

50 years ago

Chaotic Transport in Germany A frequent complaint heard among manufacturers is that coal transports arrive irregularly and that they are often substantially smaller than the amounts which had been promised. This irregularity must be attributed to the transport situation, which cannot be described as otherwise than chaotic. The amount of rolling stock in usable condition is only a fraction of pre-war. Permanent ways are in a state of utter disrepair.

UK will hold talks to resolve the ownership of Nazi gold

By Norma Cohen

Britain is to host an international conference to help resolve the ownership of Nazi gold seized by the Allies after the Second World War.

Mr Robin Cook, Britain's new foreign secretary, announced yesterday that the conference would take place before the end of this year - a strong signal of the high priority he places on the issue.

His announcement coincided with the publication of a 60-page report in which the UK Foreign Office conceded for the first time that some of the Nazi gold lying in the Bank of England vaults may have come from concentration camp victims.

Mr Cook said: "This strengthens the case for looking imaginatively for ways of compensating the victims or

Deposits may have come from Holocaust victims

their direct descendants." The Foreign Office said that the conference would be open to 10 countries which claim ownership of the gold, as well as the US, France and UK, which were signatories to a post-war agreement setting up the Tripartite Gold Commission.

This body was charged with returning gold to those countries whose treasuries were looted by the Nazis. Switzerland, which also received large amounts from the Nazis, will also be invited to participate.

The US and France have already signalled that they are prepared to consider distributing some of the remaining gold to Nazi victims. Today the US is expected

to release a 200-page report on what became of Nazi gold during and after the war.

The Bank of England holds \$24m (\$38m) of gold, the residue of the total seized by the Allies in occupied Germany after the second world war.

The US Federal Reserve, the central bank, holds a further \$13.5m of gold. The two gold deposits are all that remains of gold seized by the Allies, which at today's prices would have been worth \$4.1bn.

Controversy surrounds the way the Allied powers defined the seized gold. "Monetary gold" was that which could be proven to have been stolen from central banks in Nazi-occupied countries. "Non-mone-

tary" gold was seized from individual Nazi victims.

Jewish groups have for years insisted that some of the monetary gold was probably that systematically looted from dead concentration camp inmates and other Holocaust victims.

The TGC, an international body formed after the war by the UK, US and France, had divided the gold between claimant countries, taking the view that all of it was monetary gold.

However, the Foreign Office report released yesterday - based on research in government archives - makes it clear that some personal gold may have crept into the total because TGC member governments disagreed about how to distinguish between monetary and non-monetary gold.

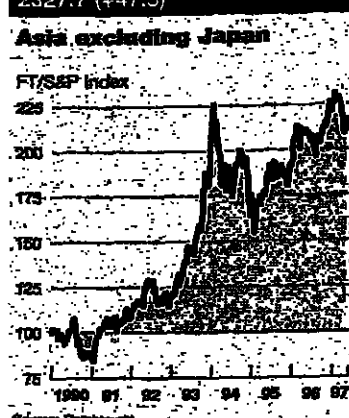
THE LEX COLUMN Down on the Street

After a record year for Wall Street in 1996, things can only get worse. The favourable markets which powered US investment banking profits in the last two years have shown signs of wavering, the strength of the last few days notwithstanding. And it may not take a bear market to hit this year's earnings. For one thing, quarter-on-quarter earnings comparisons could be brutal. April's volatile markets may have hit trading and have held back lucrative initial public offerings. Yet second quarter performance will have to stack up against a golden period a year ago.

Worse still, competitive pressures are mounting. Every firm on Wall Street is recruiting as US commercial banks, brokerages and European banks vie to become global powerhouses by flashing out their coverage. This is rational. Many firms are building up equity underwriting - more profitable than bonds. But inevitably, there will be more losers than winners.

Some investors may get baited out by a pick-up in the pace of consolidation, following the mergers of Morgan Stanley/Dean Witter and Bankers Trust/Alex. Brown. However, the ability to throw cash at expansion will fade fast if markets turn down, and firms may find that some supposedly variable costs are looking worryingly fixed - guaranteed bonuses, for example. Already, Wall Street is showing signs of being overbooked, such as slipping margins on syndicated loans. In harder times, deals will be driven by weakness rather than strength.

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their property and banking oriented stock markets. Bad news has multiplied, with the strong dollar stifling economic recovery, while restrictive government policies are being introduced to avoid more Thai-style bank collapses.

At least the end is in sight. The Asian Development Bank predicts a pick-up in export growth rates this year. And the structural changes in banking regulation will clearly benefit Asian economies in the long run. But in the meantime, a painful period of adjustment will keep stock markets subdued. Hong Kong continues to offer value, and markets like India and Indonesia look relatively attractive. But Latin America still looks a better bet for the moment.

Asian equities

There is much debate about the status of Asia's economic miracle, but the performance of the region's stock markets has been unequivocal and unimpeachable. In only two years since 1990 have Asia's developed markets (excluding Japan) or its emerging markets outperformed the US in dollar terms. And the only vintage year for emerging markets was 1993. There are exceptions to the rule, but fast-track Asian growth while the miracle was in full bloom has not translated into a stock market earnings growth and ratings. And the concept of shareholder value has remained alien.

This year has got off to a particularly bad start. Economies are suffering from last year's slump in export growth, while the property glut in Thailand, the Philippines and Malaysia has taken its toll on

Bank of England

Who says markets do not like surprises? Gifts and equities greeted the decision to give the Bank of England freedom to set interest rates with a well-deserved roar of approval. The model being proposed by Mr Gordon Brown, the new chancellor, is not quite independence on the lines of the Bundesbank. The government will continue to set an overall inflation target; and four of the nine members of the Bank's decision-making monetary policy committee will be political appointees. But it is a great deal better than anything the Conservatives were prepared to implement.

For investors this looks like unequivocally good news. From Germany to New Zealand, the evidence shows that central banks free of political interference produce lower inflation and greater eco-

nomics stability. For Mr Brown this is a neat short cut to establishing credibility with the markets while retaining some arms-length influence. And for the Labour government it is a way of demonstrating pro-European credentials without risk of a backlash at home.

The UK is still unlikely to join the first wave of any European economic and monetary union. But given that the anti-inflation record of the new European central bank will be neither better nor worse than that of the Bank of England, the 145-basis point premium of gilts over bunds looks tricky to explain. But remember, this fundamental policy change did not even merit a mention in Labour's election manifesto. Who knows what other surprises Mr Brown may have in store.

UK interest rates

Mr Brown's second decision, to add a quarter of a point to base rates, was rather lost in the hubbub yesterday. Not only was it expected; a more autonomous Bank of England may well decide to go further over the summer, by raising rates another quarter point or more. Nonetheless, the government's willingness to head off potential inflationary pressures is encouraging.

Mr Brown should now turn his attention to fiscal policy to slow down the economy and cut the budget deficit. Modest net tax increases in his July budget would reduce the need for further interest rate rises. This should cut some of the support from beneath sterling, which has appreciated by nearly 20 per cent since last August. That in turn would reduce the present imbalance between exporters, whose profits are under pressure, and the booming domestic services sector.

Despite its various manifesto commitments, the government has left itself ample scope to raise taxes. Abolishing mortgage interest tax relief, for instance, would bring in around £2.4bn, while the abolition of the married couple's allowance might fetch £2.5bn. Such measures would be a direct brake on consumer spending and, as such, preferable to higher corporate taxes. Whichever option Mr Brown and his colleagues choose, the more they tighten fiscal policy early on, the better their chances of being re-elected in five years time.

Additional Lex note on Capital Radio/Virgin, Page 25

Chancellor surrenders rate control

Continued from Page 1

determined by a nine-member monetary policy committee at the Bank. Members will include the existing governor and deputy governor, plus a new deputy governor to be appointed once independence is enshrined in legislation. Two of the Bank's executive directors will also be on the committee to begin with, plus four outside experts to be appointed in the next few weeks.

Minutes of the committee's monthly meetings, and formal votes, will be published after a six-week lag.

The Bank will also continue to publish its quarterly inflation report.

In order the enhance the committee's accountability, Mr Brown also plans to broaden the membership of the Bank's Court (or governing body) and he will require the Bank to defend its actions more frequently before the Treasury select committee of MPs.

Workers halt auction of Brazil iron ore company

By Geoff Dyer
in Rio de Janeiro

The on-off privatisation of the world's largest iron ore producer got briefly under way in Brazil yesterday - only for the auction of shares to be suspended after a group of the company's employees won an injunction against the sale while bidding was taking place.

Amid shouting and pushing, representatives of the employee group from Companhia Vale do Rio Doce broke through a scrum of brokers and television cameramen to present the injunction to the auctioneer, 15 minutes after bidding began.

Mr Sergio Berardi, superintendent of the Rio de Janeiro stock exchange, where the auction was taking place, suspended the sale while officials examined the injunction. The Brazilian government was working yesterday to overturn it, and allow the auction to resume. Chaotic scenes on the

stock exchange floor were further embarrassment to the government, which had already delayed the auction by a week because of legal challenges.

The auction forms the first part of Latin America's biggest privatisation, which is expected to raise more than \$5bn.

Mr Marcelo Coqueira, a lawyer associated with the employee group, said the injunction detailed several illegalities in the privatisation process. Four other suits against the sale had been filed yesterday.

Lawyers for the National Development Bank, which is organising the privatisation, were expected to appeal immediately against the injunction, awarded by a Rio de Janeiro court.

Two consortia were involved in the bidding for up to a 45 per cent stake of voting shares, one led by Brazilian steel maker Companhia Siderurgica Nacional, the other jointly led by Anglo American, South

Africa's largest company, and Grupo Votorantim, the Brazilian family group.

The auction had reached R\$30.2 per share before it was suspended, a 13.23 per cent premium to the minimum price of R\$26.67, which values the stake at R\$3bn (\$3.1bn).

The privatisation has prompted an unprecedented legal campaign by its opponents, with more than 120 legal challenges filed around the country.

There has been a vigorous debate in Brazil about whether judges in low-level courts should be able to decide upon cases concerning important parts of government policy.

On Monday night a judge in one of the country's highest courts, the Supreme Tribunal of Justice, threw out 23 injunctions awarded against the sale last week.

Government lawyers had yesterday to overturn three more injunctions, awarded on Monday, before the auction could get under way.

NTT joins in cyber city

Continued from Page 1

250,000 inhabitants, is thought likely to cost at least \$10bn (US\$3.99bn) to build in four stages, the first to be completed in 1999 at a cost of \$2.5bn, officials said.

The biggest stakeholder in Cyberjaya, with 55 per cent, will be a conglomerate composed of Renong, a diversified group with strong government links, Country Heights, a property company, and two unlisted concerns, Peremba and Enkay.

Other shareholders are to be the Selangor State Government, Permodalan Nasional, a state investment company, Golden Hope, a plantation firm, and the Multimedia Development Corporation, a concern funded by the finance ministry.

A ground-breaking ceremony for Cyberjaya is to be held on May 17, just three days before Dr Mahathir Mohamed, the prime minister, is scheduled to arrive in London to market the MSC to European investors.

Pakistan's eurobond issue

Continued from page 1

strapped for cash and share prices have remained static for several months. The reforms appeared to be a renewed attempt to revive investor interest in domestic equity markets. Finance ministry officials said the measures were necessary to help overcome foreign investor fears about the volatility of Pakistan's exchange rate.

Mr Khan said a high-powered government commission would finalise proposals in

about three months to update company laws which were introduced 27 years ago.

The three-year \$100m floating rate eurobond will be underwritten by ANZ investment bank.

Officials at ANZ in London say the debt will be priced at between 3.75 and 4.25 per cent above Libor - London's inter-bank offer rate. This is roughly in line with Pakistan's credit rating. The roadshow for the bond began in Tokyo yesterday and moves to London tomorrow.

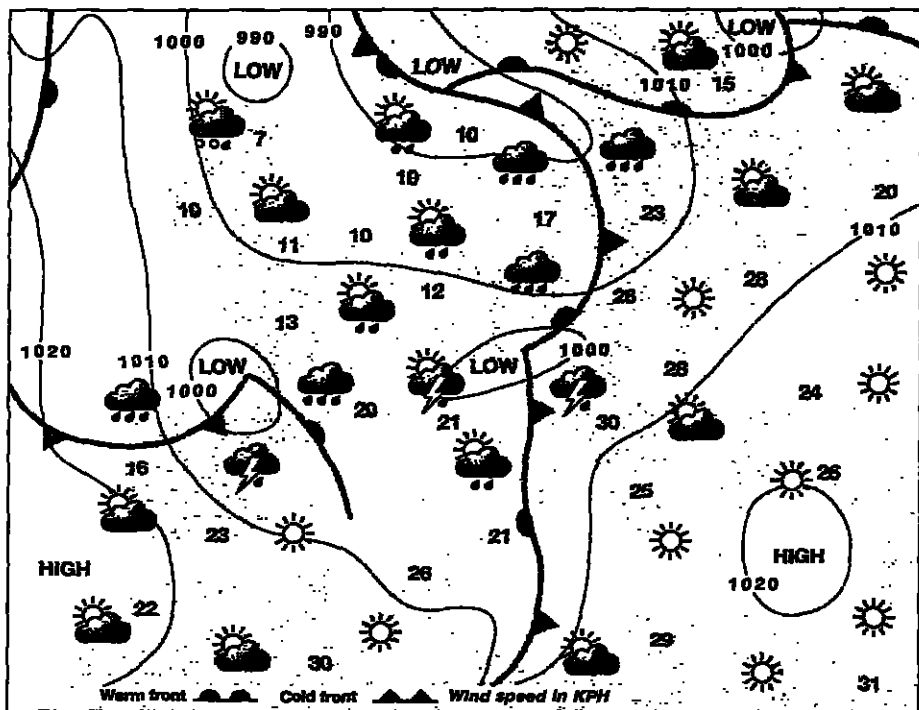
FT WEATHER GUIDE

Europe today

Showers, some with small hail, will affect the UK and the Benelux as cool air sweeps further into western and central Europe. An active frontal zone over southern France and the Pyrenees will produce a lot of rain. The Alps will be cloudy with patches of rain. There will be snow above 1,200 metres. Rain clouds are expected from Croatia towards Poland with thunder storms on the boundary between cool air in the west and warm air over south-eastern Europe. Russia and the Balkan countries will have patchy cloud with thunder storms.

Five-day forecast

Rain clouds will drift from over the Alps towards Italy. Widespread afternoon showers and some rain will continue in the northern Balkans and south-western Russia along the boundary with warm air to the south-east. Greece and Turkey will continue warm.



TODAY'S TEMPERATURES

Maximum	Berlin	Paris	London	Madrid	Rome	Athens	Amsterdam	Stockholm	Helsinki	Tokyo	Sydney	Wellington	Auckland
16	12	10	11	13	14	15	12	10	8	18	22	15	12
Minimum	8	6	7	9	10	11	8	6	4	10	14	7	4
Forecast	rain	rain	rain	rain	rain	rain	rain	rain	rain	sun	sun	sun	sun



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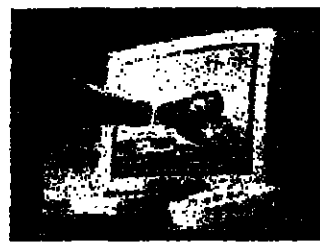
FINANCIAL TIMES REVIEW



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Information Technology

Wednesday May 7 1997

Neural networks and data mining software can now mimic human thought when processing vast amounts of sales data, thus enabling large companies to save millions of dollars, enter new markets, retain customers, track fraud and generally become more competitive, reports Paul Taylor

Breakthroughs in business intelligence

Neural networks and artificial intelligence were among the hot issues in the fast-moving information technology industry in the early 1990s. But when they failed to deliver the instant wins that venture capitalists and others were seeking, neural computing and AI fell out of fashion and out of the high-tech spotlight.

Even Japan's much vaunted Fifth Generation computer project, which was begun in 1982 and was to use parallel processing and AI techniques to develop next-generation 'intelligent' machines, faded from sight.

But in spite of these early setbacks, neural computing, parallel processing and AI techniques have all made substantial advances in recent years aided, in part, by the dramatic advances in microprocessor power.

Although many researchers and high-tech start-ups now shun the AI 'tag', these advances coupled with more realistic expectations, have ensured that neural computing and AI have not been forgotten.

Indeed, many of the technologies pioneered by AI researchers at the Massachusetts Institute of Technology and other laboratories on both sides of the Atlantic have begun to be incorporated into mainstream business applications.

Unlike conventional computing techniques, neural computing is modelled on the biological processes of the human brain and has many human-like qualities. For example, neural computers can learn from experience and do not need to be programmed with fixed rules or equations. They can analyse vast quantities of complex data and identify patterns from which predictions can be made. They also tend to be more

robust than their conventional counterparts. They have the ability to cope well with incomplete or 'fuzzy' data, and can deal with previously unspecified or new situations. As such, they are ideally suited to real world applications and can provide the solution to a host of currently impossible or commercially impractical problems.

In addition, the time needed to develop a neural application is often less than with a conventional programme because there are no algorithms or rules to define. The scope and accuracy of the finished application are also often improved since the neural computer can be exposed to many more examples than can be assimilated by a single human 'expert'.

International Business Machines has, for example, integrated neural network and artificial intelligence technology into software applications, such as data mining packages. Mr Evangelous Simondis, a scientist at IBM's Almaden research center, says such techniques enable business users to sift through vast quantities of raw data in order to spot hidden trends or anomalies which might otherwise be missed.

IBM's business intelligence and data mining software can mimic human thought when processing information - called the verification model - or go beyond human logic to discover correlations between seemingly disparate data - called the discovery model.

The verification model confirms or refutes the hypothesis of a savvy business person while the discovery model reveals patterns that human logic might not see. The classic example was the unexpected connection between

beer and nappies discovered during a data mining experiment on a US supermarket database. The study revealed that the people purchasing nappies on a Friday also tended to buy beer.

Before neural networks and artificial intelligence were used in business intelligence applications, companies lacked the ability to leverage the information they were collecting in data warehouses. They were unable to connect consumer-buying patterns, customize promotions to target a range of customers with different needs or identify potentially fraudulent insurance claims based on past behaviour.

At best, information analysis was done manually - perhaps as much as 90 per cent of analysts' time was spent gathering information, leaving only 10 per cent of the time to digest and analyse the data.

With IBM's business intelligence technology, however, customers are now able to save millions of dollars, enter new markets, retain customers, track fraud and generally be more competitive.

Among IBM's customers: ● Merrill Lynch developed a Trusted Global Advisor (TGA) network that gives up-to-the-minute information on customer portfolios and investments. With access to information in real-time, brokers can help customers make better decisions about their financial futures.

● Cadbury's saw its market share of the chocolate market slip from 33 per cent to 25 per cent, but an IBM business

intelligence solution helped the company focus attention on those product lines that appealed to customers and Cadbury's market share is now back up to 30 per cent.

● The Safeway supermarket chain in the UK is improving customer service by tracking product purchases - a system created by IBM in only a few weeks. Preferred customers receive marketing information that appeals directly to their individual needs and tastes.

● Southern California Edison uses IBM database technology to identify unanticipated opportunities that saved millions of dollars for the United States' second largest utility.

One application that looked at credit collection and overdue accounts helped recover more than \$8m. The company says its

overall return on investment for its databases is 600 per cent.

Neural computing and AI techniques also lie behind many of the sophisticated search engines and intelligent agents found on the Internet and corporate intranets. As Mr Mike Lynch, founder and managing director of Autonomy, the Cambridge-based intelligent agent pioneer, notes: "In business today, the ability to access the right information at the right time is absolutely critical."

The problem is that technologies which promise this ability, namely the Internet and corporate intranets, are flawed in their delivery. Rather than giving users the tools to assimilate the right information into useful knowledge, they are overloading them with too much

irrelevant data.

Autonomy's latest products include server products designed to deliver personalised information to Internet and intranet users in a dynamic fashion. They use the dynamic reasoning engine technology developed by Cambridge Neurodynamics, a recognised world leader in the application of neural network and pattern recognition technologies.

AI and neural computing techniques are used in 'case-based reasoning' tools such as those developed by California-based Inference for intelligent problem solving in help desk, customer support and other computer-telephony integration packages.

Other AI and neural computing-based systems are used for credit scoring and to

help pinpoint and prevent fraud in areas as diverse as equity trading and cellular telephone networks.

Meanwhile, Neural Technologies, a Hampshire based start-up has launched a software package called Prospect Explorer. The product, developed in conjunction with Australia's Straits Resources group, is a geological exploration tool with the capacity to analyse a range of different type of raw exploration data and automatically detect and prioritise anomalies.

"Neural computing and other forms of intelligent technology are providing leading edge solutions to complex business problems," says Mr Nick Ryman-Tubb, chief executive of the Neural Technologies.

"From manufacturing, banking and finance, defence, telecommunications, pharmaceuticals to the holiday industry, we have already applied neural computing to a wide variety of commercial and industrial applications, particularly those which have, until now, been either impossible or commercially impractical for conventional computing to address," says Mr Ryman-Tubb.

Nevertheless, even neural computing enthusiasts concede that neural networks will not replace conventional computers. "Neural computing should not be viewed as a competitor to conventional computing, but rather as a complementary technique," notes Neural Technologies.

The most successful neural computing applications to date have been those which operate in conjunction with other computing techniques. For example, using a neural network to perform a first pass over a set of incoming data, then passing the results over to a conventional system for subsequent processing.

However, with the growing emphasis on autonomy, intelligence and an increased amount of information required by businesses, traditional computer processing technology can only cope through faster hardware with more complex, bespoke software. With this approach, the question is: how long is it going to take to write this software, how many different versions for each variation and once written, how safe is it from bugs?

As Neural Technologies notes in its white paper: "The problem, growing towards the millennium, is that engineers no longer have the luxury in development to calculate all the algorithms or identify all the rules in these complex systems. In fact, most of these systems are so chaotic that doing so would be futile and prone to failure."

Neural computers, with their ability to learn from examples, rather than needing to be explicitly programmed, offer a means of making such tasks tractable to a machine."

Fig. 1.

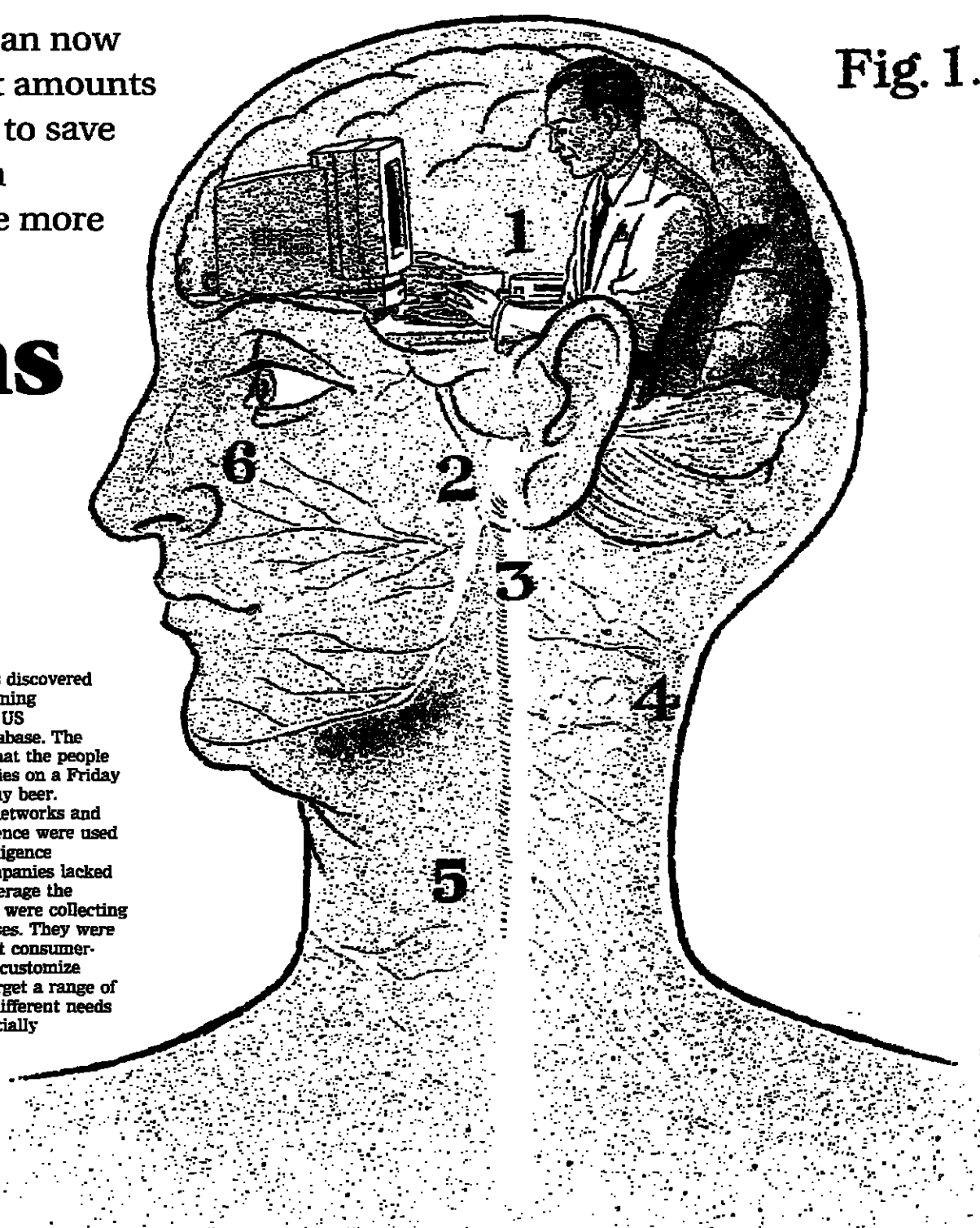
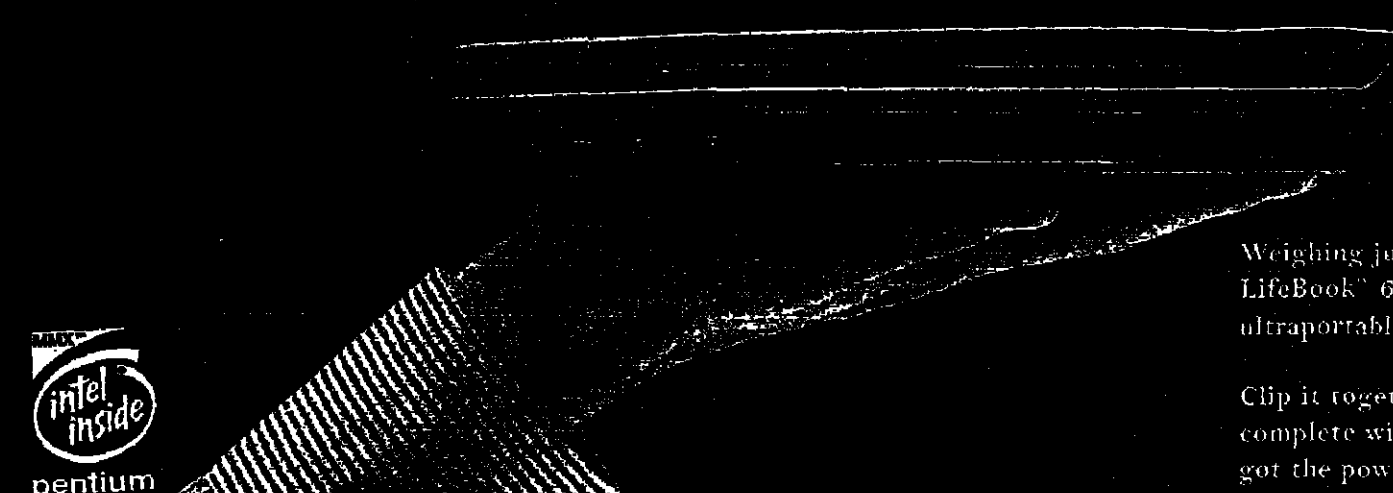


Illustration: Mark Thomas

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FUJITSU

PCs • NOTEBOOKS • SERVERS

INTERVIEW • Paul Taylor talks to Harry Seegers, chief executive of GEIS

Fuelling the electronic commerce revolution

'Information technology will be to the 21st century what electricity has been to the 20th century'

GE Information Services (GEIS), the electronic transactions processing group based in Rockville, Maryland, made its reputation providing reliable, heavy-duty data links and proprietary electronic data interchange (EDI) services for its corporate customers.

But when the Internet began to be adopted by corporate users for communications and electronic commerce, many people questioned whether GEIS could adapt to the fast-paced environment. Some even asked whether electronic data interchange itself had a future.

The challenge for Mr Harry Seegers, the 42-year-old former marine and management consultant who took over as chief executive of GEIS last summer, is to prove the sceptics wrong and ensure that his company is in the vanguard of the Internet electronic commerce revolution.

Information technology will be to 21st century commerce what electricity has been to 20th century industry, he says. "It will transform the nature of business and be a leading contributor to economic productivity. We must position our business as the world leader in business applications of information technology for the next century."

Supply chains

He believes IT will enable companies to "streamline their supply chain processes, achieve quantum improvements in product quality, dramatically expand their market reach, and tightly integrate operations with those of trading partners." If electrical networks fuelled the industrial revolution, information networks will fuel the electronic commerce revolution, he says.

As transmitting information becomes more and more a commodity business, "only those companies that can transform information into knowledge will sustain competitive advantage," he says. "GEIS has a tremendous opportunity to develop products and services to more effectively address the needs of our global customers."

Under Mr Seegers, GEIS has already begun to harness the power of Internet to extend the reach of traditional EDI. For example, GEIS pioneered the use of EDI over the Internet with TradeWeb, an entry-level, forms-based service which enables subscribers to send

and receive four basic EDI documents - the purchase order, acknowledgment, invoice and functional acknowledgment - over the Internet using a standard Web browser.

"One of the great strengths of EDI over proprietary systems over the years has been that standards committees and participants in the network businesses have agreed upon a set of standards by which communications take place," he says. "Just as we needed standards over proprietary systems, we need standards over open systems as well."



Seegers: he spends a lot of time with Fortune 500 customers

so we don't have a proliferation of transport protocols and translation protocols."

That, he says, is one of the reasons that GEIS formed a joint venture with Netscape. "We wanted the joint venture to be out in the forefront of establishing standards on the Internet for conducting electronic commerce. GEIS, by virtue of our heritage, knows quite a bit about electronic commerce and EDI specifically, and of course Netscape is in the forefront of understanding Internet technology. So we thought it was a marriage made in heaven."

Co-operation

Mr Seegers argues that the development of Internet EDI standards is in everybody's best interest. "I think you will see a lot of co-operation because this is one of those great industry developments where all ships in the sea

rise as the sea rises."

The GEIS chief executive believes that electronic commerce in the future will become a tiered service. Companies - typically large companies - with high volumes of transactions and tough requirements for reliability and security will continue to use private networks, even though these networks may well use Internet technologies.

On the other hand, smaller companies, including the bulk of the 2m which could potentially be using EDI, but do not because they do not need all the features of private network EDI, will embrace Internet EDI.

"Maybe what they are looking for is low-cost access and ease-of-use," says Mr Seegers.

value working closely with the open system providers and helping them to derive maximum value from their applications through interconnectivity with legacy systems."

GEIS sees this requirement as a significant barrier to entry for competitors, because, "as we know, colleges and universities right now are not exactly spewing out experts in Fortran and Cobol."

But he argues that GEIS has several other key competitive advantages. First, he says, "I think GEIS was one of the first companies in the electronic commerce space to begin taking the Internet phenomenon seriously."

"Secondly, I believe our global network provides us with a unique competitive advantage. We have points of presence in 42 different countries around the world, dial-up access in another 175 and we have local support in those countries. The network is truly an integrated global network."

In addition, he points out that GE has been in this business almost since its creation in the 1940s when the group co-developed the Basic computing language with Dartmouth College.

He also believes the group's experience of networking islands of automation together with common protocols, will help GEIS develop intranets and so-called extranets for its corporate clients. He says GEIS is using its understanding of "horizontal communications" within a business and with its partners to create intranets and extranets using Internet technologies.

Among the specific intranet and extranet applications which GEIS is developing for its customers are sales force automation and logistics tracking services. "I happen to believe that in the next 10 years the real action on the Internet, and with Internet technologies, is going to take place with business-to-business transactions," says Mr Seegers.

Viewpoints

He does, however, accept that there are still a few people inside GEIS with doubts about his Internet strategy. "Folks who have been with this industry for most of their careers have seen fads come and go," he notes. "There are some people who believe the Internet infrastructure will collapse of its own weight. I will call those people healthy sceptics. I mean it could happen. I don't believe it is going to happen, but it could."

"Today, I would say the mainstream opinion inside GEIS is that Internet technologies will strengthen our private network offering and the Internet itself will expand our market reach and allow us to grow our installed base in ways that were never likely to be possible without the development of Internet technologies."

He also firmly rejects suggestions that GEIS has been reluctant to embrace the Internet. "We are not half-stepping in the Internet arena because of a fear of cannibalization," he says. "Our senior leadership team believes that the Internet phenomenon is here to stay and that it is our responsibility as industry leaders to take full advantage of this development for the benefit of our customers."

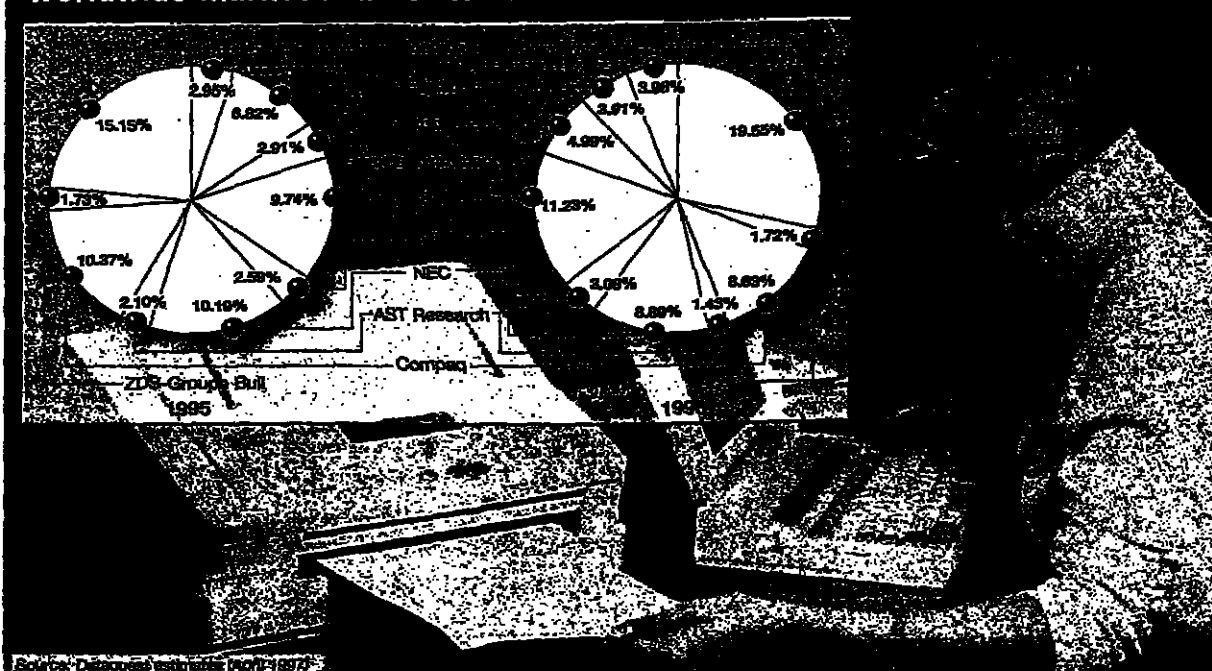
GEIS is seeking to combine the advantages of secure, high quality private networks with the ease of use and lower cost attributes of Internet technologies. Rather than posing a threat to EDI, the group is adopting open Internet technologies to extend the reach of electronic commerce.

Similarly, he is convinced that Internet will not kill off private network EDI. "When I took over 10 months ago, I was able to articulate, from a conceptual level, that there would still be private networks with TCP/IP and then Internet networks - the public network."

"The reason I feel very strongly that this is the way the market is going to segment itself is not because of what analysts are saying. It is because I spend a lot of time with Fortune 500 customers."

"Chief executives and chief information officers tell me that the day they do mission-critical transactions

Worldwide market shares for mobile PCs



DEMAND FOR WORKER MOBILITY

By Paul Taylor

The momentum is building rapidly

By the end of the decade, 55m computer users will work beyond the boundaries of the enterprise

Throughout the twentieth century, technological advances have increased mobility to such an extent that today it is unremarkable for someone to have travelled the globe extensively.

Meanwhile, over the past 20 years technology has delivered personal computing power, first in a fixed desktop format, and more recently in miniaturised, portable packages - a move which, together with

advances in wired and wireless telecommunications, has provided the increasingly transient workforce with access to computing power virtually anywhere they go.

But as Mr Chris Jolly, research and development manager of Text Systems, a London-based computer services organisation specialising in mobile computing, says: "Mobile computing is much less to do with the ability to take a computer on one's travels, than for computing services to be delivered to the mobile user wherever they might be, whether the point of delivery is a mobile unit or a fixed, remote workstation."

"The ability to do this relies on a number of technologies including portable hardware, global networks - principally, the Internet - and wireless data communications. It is the convergence of these technologies that finally allows the computer user to be truly mobile."

According to Gartner Group, the IT consultancy, by 2000, 55m users will work outside the boundaries of the enterprise and without benefit of local area network or high-speed wide area network connections at least 20 per cent of the time. These users

include both remote workers (telecommuters) as well as truly mobile workers - for example field service technicians. Within a few years, more than 75 per cent of so-called "knowledge workers" will be "location-independent," predicts Gartner.

As Text Systems also notes: "The technologies to support true mobile computing are just reaching maturity and the next few years will see a slew of exciting new products reaching the market. Hardware will become smaller and more powerful so that soon the computing power inside a hand-held unit will exceed that of today's desktop PCs."

Already, notebook portable PCs and handheld devices have established themselves as mainstream business tools, providing increased flexibility both inside and outside the office. Now, as the price premium for portability shrinks and the technology gap with desktop machines narrows, portables are beginning to replace the traditional desktop in some organisations.

Two years ago, a portable machine cost on average 2.8 times the price of a comparable desktop; now the premium for some machines is down to about 30 per cent. "There is still a price premium, but at the entry level, in particular, it has fallen," says Mr Andy Bass, Toshiba Information Systems' marketing manager in the UK. Toshiba, the portable PC market leader, offers a wide range of portables including its Satellite, sub-notebook

enabling them to easily integrate with corporate networks. Dell's Mr Phillips, says that 65 per cent of its new Latitude machines are sold with port replicators making them "network ready."

Similarly, 24 per cent of Toshiba notebooks purchased over the past six months have included docking stations of some form. Orders are now coming from people who do not need to be in the office all of the time, says Toshiba's Mr Bass. "They are buying portables as the ultimate desktop replacement."

Dell and other notebook PC manufacturers have also begun to install Microsoft Windows NT on some of their machines at the behest of business customers. "Our factory installation of NT 4 enables notebook users instant access to 32-bit computing and network compatibility," says Mr Julian Phillips, notebook business manager for Dell Computers in the UK. The company's implementation of NT Workstation provides customers with some additional features such as power management, designed to optimise the operating system for mobile users.

Meanwhile, the development of the portable PC as a communications device, has meant that notebook PC users can have high speed

remote access to e-mail, the Internet, or a corporate intranet - anytime, anywhere.

In Europe, in particular, the arrival of wireless digital GSM (Global System for Mobiles) phone networks has made keeping in touch with the office while on the move, much easier - portable PCs equipped with a cellular data card can be plugged into a digital GSM handset to send or receive data. Nevertheless, only about one in 50 GSM phone users also has a GSM data card and data transfers account for less than one per cent of GSM traffic.

Among the factors that could change this is the emergence of a new generation of wireless digital personal assistants - devices that combine the features of a digital telephone and a high powered electronic organiser.

Indeed, the marriage of handheld PCs and wireless telephony in new devices from Nokia, Sharp, Motorola and others - as well as add-on enhancements to existing hand-held machines such as the Psion series 3 - has helped re-ignite interest in the pocket-sized computing market, following disappointment with first generation PDAs.

PDAs, growing rapidly from a small base, will continue to be a success in niche markets, but they will need improvement before they become the mighty industry predicted at their introduction," says Frost & Sullivan.

One pocket-sized machine which does seem to have captured the imagination of business users, particularly in the US, is US Robotics' PalmPilot - a single-use, six-ounce machine which fits in a shirt pocket and is designed to complement rather than replace a notebook PC - see financial application report, page 4.

More generally, companies want mobile computing to be an extension of their IT infrastructure. Mr Robert Amezcuza, IBM's vice president of worldwide mobile solutions, says: "The message is: 'Look, I don't want this mobile capability as a separate entity. It's going to be valuable, it must be an extension of my IT infrastructure, my knowledge base.'"

Until now, it is not the jet-setting executives who are the real backbone workforce of the mobile computing industry, but the blue collar workers such as field service and sales personnel, emergency services, taxi and parcel services and others who were already mobile. The revolutionary change will come, though, when organisations start to examine how mobile computing can be used to increase the mobility of largely static workers, says Text Systems, in a management white paper.

"There is a tremendous momentum behind the move to mobile computing, but it is still in its infancy," says the report. "Mobile computing will start to take off very visibly this year and will trigger a revolution in working practices at least as significant as that precipitated by the widespread adoption of PCs."

"Assuming this is so, there is a compelling case for users to position themselves to take advantage of the new technology, rather than being left behind."

Advances in miniaturisation techniques, screen and battery technologies, coupled with Intel's decision to target the mobile market for special attention, has helped close the technology gap between portables and their desktop counterparts.

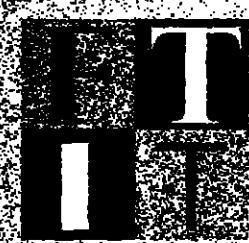
Notebook PC buyers will not accept compromise

Mobile computer users now expect the same levels of functionality from their notebooks as they have with their desktop machines - "and in many cases their notebook will be their only computer," observes Mr Julian Phillips, notebook business manager for Dell Computers in the UK. For this reason, the notebook must be comfortable to use, powerful, and robust, he adds.

Members of Dell's customer forum say they are unwilling to accept compromises in the areas of:

- Reliability.
- Robustness.
- Battery life.
- Processor performance.
- Screen size.
- Keyboard ergonomics.

Advances in miniaturisation techniques, screen and battery technologies, coupled with Intel's decision to target the mobile market for special attention, has helped close the technology gap between portables and their desktop counterparts.



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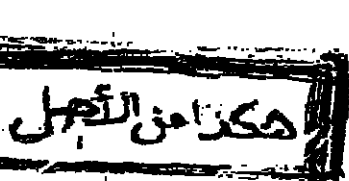
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COMPAC

HANDHELD DEVICES By George Black

Working practices transformed

Developments in data capture systems have brought a revolution to many types of business

Handheld computers have helped to boost efficiency in many areas of industry and public service in recent years. For example:

□ In the distribution sector, these systems, combined with terminals in cabs, enable drivers to exchange data on the road with their company's central system.

□ In warehouses, workers use barcode-reading machines to ensure that goods are stored in the right place, thereby speeding up the task of retrieval.

□ In pubs, clubs and restaurants, staff take orders using hand-held devices, saving time and reducing mistakes.

□ Hospitals and medical centres use similar gadgets to record the medicines and drugs which are issued to

patients from their pharmacies.

□ Police use handheld computers to produce crime reports and record details of interviews on the spot.

All these applications have begun to help different types of workers to do their jobs much more efficiently: in distribution, for example, mobile computing can shorten the sales cycle, cutting the time between order and delivery and giving the company a crucial competitive advantage.

Butler Fuels, a Fina oil distributor, based in Cheltenham, investigated mobile computing because running a fleet of 100 vehicles was by far its biggest operating cost and it wanted to save money.

Mobile phones on their own could not cope with

transmitting the volumes of data involved. On-board computing was seen as the way to rationalise drivers' schedules and prevent tankers travelling without a load for long distances.

No keyboard confusion

The drivers were given ruggedised personal computers from ACS Data of Bedford. The machines were designed so that instructions could be given by a single touch of a window on the screen, instead of requiring keyboard skills which most of the drivers did not have.

The PCs run applications written by the company using Intersystems' software tools. They hold a delivery schedule and are used on the

road for recording collection of money and customers' signatures and printing receipts.

New orders can be taken on the spot and details transmitted from the cab to the office using Vodafone's GSM digital phone network. New instructions can be received on the road, saving the driver from a fruitless call to a customer who is not at home or from having to make another trip to an address he has just passed.

A mobile phone could have helped, but mobile computing enables the paperwork to catch up with the driver.

How to persuade the drivers to change their habits was the biggest challenge of the whole project, says managing director Mr John Woolf. But most of the drivers

have taken to the new way of working with enthusiasm. "They have recognised that this is an opportunity for them to play a bigger part in the business," says Mr Woolf.

Now the company has eight of its 30 depots wholly unmanned. Other oil distributors are starting to adopt the same sort of systems to try to achieve an improvement in their productivity.

In the warehouse, data capture devices can transform working practices just as dramatically. They speed up the putting away of goods received and also ensure that goods are stored in the correct place, which saves a great deal of time in picking and stock-taking.

The technology does not merely cut operating costs but also leads to improved customer service.

CASE STUDY The benefits of automatic data capture at Computacenter's warehouse

Tracking system saves time and money

At Computacenter, one of the biggest distributors of hardware and software in the UK, warehouse staff began to use trackers in 1995.

As the business grew, the difficulties of meeting customers' requirements were steadily increasing and demanded a re-assessment of procedures. Up to then, the putting-away of goods had

been recorded on paper and later keyed into the warehouse's IBM AS/400 computer system. This was a slow process and led to a lot of transcription errors, which often caused confusion and delay in picking, according to the warehouse manager Mr Andrew Smith.

Pickers used to have to work late in order to get deliveries prepared.

Now all the putting-away is recorded at the time it is done on an Interdec bar-code reading device, which are connected by docking stations to the AS/400 only an hour or so later for the data to be transferred.

The automatic data capture software on the handheld devices and on the central machine was written by JBA. This system has

saved a great deal of time and money and the accuracy of warehouse information has improved greatly, says Mr Smith.

Since it was installed, the company has decided that a radio frequency should be used instead of docking stations to achieve instant transfer of data to the AS/400.

"We are receiving about

12,000 items a day in the warehouse and a large proportion of that has to go out again the same day," says Mr Smith.

"Real-time recording of goods-in will therefore be a great benefit to us. Service level agreements with our customers can be improved."

George Black

FINANCIAL SECTOR pocket-sized computing applications By Michael Dempsey

Radical approach proves popular

Financial staff decide to ditch their mixed collection of heavier PDAs and standardise on the PalmPilot

Gartmore, a £73bn financial services group owned by NatWest Bank, is the kind of organisation which might be expected to have a strong IT policy with large-scale purchases of widely-established products. However, Gartmore Fund Managers, looking after £500m of offshore funds from their Jersey headquarters, is an early user of a radical new product.

The PalmPilot, from US Robotics-owned Palm Computing, (see page three) dispenses with the keyboard and screen format normally found on Personal Digital Assistants. At 12cm by 8cm, it is held upright with the screen taking up more than half the rectangular shape. Commands are keyed in to

the screen via a pen device attached to the unit. The sturdy appearance of the unit owes a lot to Geoff Hawkins who founded Palm after working as engineering vice-president at Grid, a company specialising in the design of tough portable computers which function in difficult environments. Palm was acquired by the £1.9bn US Robotics in a \$44m stock deal in September 1995.

Differences

This departure in design from the PDA-type organiser is highlighted by PalmPilot Assistant in bright and brash style magazines aimed at the young and fashion-conscious. But the message also hit home at Gartmore Fund Managers in

Jersey. Mr Nigel Parker, director of GFM in Jersey, and his five staff were familiar with the world of the PDA. "We'd all had the usual PDA with a keyboard. But having independently bought much the same type of thing, we each had the same problems. The keyboard was too small and fiddly to use, but the whole PDA was too bulky."

"Rather than using it for mobile work, we ended up using the traditional PDA as a back-up for the desktop PC," he says.

The contrast between the Pilot's design and existing products caught Mr Parker's attention.

"The Pilot went back to basics: it addressed the basic question of what people really want. It's pocket-sized and there's no keyboard."

Mr Parker and his colleagues decided to ditch their mixed collection of PDAs and standardise on the

Pilot. This was no corporate decision: they bought the machines out of their own pockets. Low unit cost certainly encourages users to swap products in the PDA sector in a way that would be out of the question for PC users.

"We paid £300 each for them six months ago. I believe you can get a Pilot for less now. They are certainly cheaper than the traditional PDA."

The handwriting function, known as Graffiti, has proved popular and effective. Apple offers handwriting recognition with its Newton PDA range, but the process of teaching the Apple machines to recognise individual handwriting has thrown up a lot of problems with early Newton models.

Simplicity of use

The Pilot software is more simple, in that it requires the user to adapt his writing to a format recognised by the system. Letters must start in the correct place for the Pilot to take them on. The pen is attached to the side of the machine, and can be used to hit the on-screen keyboard.

The portability and small dimensions of PDAs gener-

ate fierce personal attachments to these gadgets. The Pilot has won the loyalty of GFM in Jersey.

"We're using it for day-to-day diary functions and time management," says Mr Parker. He recognises that US Robotics' track record in building modems has helped create easy data transfer between a PC and the Pilot.

"This is brilliant at moving data back and forth. You put the Pilot in its cradle and hit a button. In 15 seconds it will synchronise the diary on the PC and the diary on the Pilot."

If a time and date is blocked off on one system, Palm Computing's software will spot it and copy it across to the right place in the other diary.

Big league manufacturers lining up behind Microsoft's Windows CE environment will not be happy with Parker's final verdict: "We think everyone else is heading in the wrong direction with PDAs."

His enthusiasm echoes the sentiments of independent industry figures who have viewed the Pilot. Mr Hawkins and his crew at US Robotics may just have done the unthinkable, and halted a Microsoft bandwagon.

THE SHAPE OF THINGS TO COME

Implants are on the way

Computers can already be worn and eventually will be implanted in human bodies. These systems could become part of our brains and would dramatically expand human capabilities

A computer becomes smaller, it is reasonable to assume that we will soon be using wearable personal computers, with the central processing unit (CPU) strapped to a belt and maybe with a 'heads-up' display built into lightweight eye-glasses that may also contain a tiny video camera and wireless communications system.

Researchers at the Xerox Palo Alto Research Center believe that we will have numerous computers on our bodies, many of them implanted into our clothes: they even speculate that it will be possible to build image displays into clothing.

The military is particularly interested in wearable PCs for infantry use. Wearable computers are already commonplace in user-applications for jet fighter pilots who have sophisticated heads-up displays. But if infantry soldiers could be outfitted with wearable personal computers, they would be more effective in seeking out an enemy and also relay intelligence back to their commanders.

The US-based company, Computing Devices International has shown a 2 lb PC called "The Wearable" that has been used by the US Army in Bosnia for help in language translation. The Wearable can be hooked on to a belt or placed inside a bullet-proof vest, with connections for peripherals.

While most heads-up displays are bulky and project images on to a transparent screen, US-based Microvision has developed a unique display system that could be ideal for wearable PCs. The company's Virtual Retina Display (VRD) uses a tiny, low-power laser to draw an image directly onto the retina of the eye.

The system's tiny scanners use a series of oscillating mirrors which direct a light beam through the eye's iris and on to the retina. The scan operates at a very high rate of 18m pixels a second and refreshes each image 60 times a second. The user sees an image that seems to float about three feet in front, with

Implanted software systems will one day remind us of things we have forgotten

a resolution of 640 by 480 pixels, which is equivalent to the standard VGA display in PCs. Microvision says that with the colour version, the user will be able to see more colour hues than is possible with today's displays.

A key advantage of VRD is that it uses very little power - just a few nanowatts - making it ideal for future wearable computer systems. Microvision concedes that some people may be put off by the idea of lasers being beamed directly into the eye, but the light intensity is very low, as much as 100,000 times below ANSI safety standards for human exposure to light.

In addition, the company claims that the VRD is not much different from the way that

the eye naturally processes images. "It is not about technology, but about the scenario," says Dr Ted Selker, a senior researcher at the IBM Almaden Research Center. "We are studying the sociological aspects of using wearable computers and in what situations they might be useful."

Dr Selker points out that there are many social conventions where wearable computers might be seen as getting in the way when used in group situations. For example, only a few journalists use a notebook computer to take notes when interviewing people because they want to maintain eye contact.

"We've been playing around with a few wearable PCs. One type might be used in a shopping mall and could hang on a belt. It could provide information about all the other people in the mall so that if you wanted to find someone, instead of having a

pre-arranged meeting, you could locate them easily. Also, as you walk past a store, that store could send details about a sale or product directly to you," says Dr Selker.

So far, he and his colleagues have not yet found a compelling business application that would interest company staff in wearable PCs - but these are early days.

Looking to the future, wearable computers are likely to be implanted computers, worn inside human bodies. Computer researchers point out that the human brain is as large and as intelligent as it is likely to get. The only way to expand its intelligence will be by integrating it closely with computers, which can be upgraded to ever more powerful systems.

"Researchers have been working on AI [artificial intelligence], but I believe that the term should be IA, for intelligent augmentation, combining computers with humans," said Ms Patti Maes, an associate professor at the MIT Media Laboratory, speaking at a recent computer conference looking at the next 50 years of computing.

Ms Maes believes that we will have what she calls "prosthetics for the mind." These hardware and software systems will become part of our brains and will dramatically expand human capabilities. They will remind us of things we have forgotten, they will keep track of every moment and will relay precisely the information that we need at precisely the right time.

"We call it a PC peripheral," says Ms Ann Marie-Bourcier, a Paris-based Palm Computing director. Spurring CE for Palm's own graphics-based operating system, the Pilot offers handwriting recognition on the screen.

Not every PDA innovator is convinced by CE. US Robotics moved into the palm arena when it bought out Palm Computing in September 1995. The £299 PalmPilot is a remarkably small PDA, dominated by a screen and notable for its lack of a conventional keyboard - see picture, page three.

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Announcing the winner: Richard Lambert, editor of the Financial Times, with Lesley Morris (left) and Sarah Addison, both of 3Com, with the winning entry for the Boston FT Party competition

Competition • The Boston FT Party

Winner announced

The winning entry for the prize trip for two to Boston, Massachusetts, in June, is FT reader Mr David Warner. The prize package includes hotel accommodation, spending money and a yacht trip. "I'm really delighted," said Mr Warner, a keen sailor.

Boston will be the latest port-of-call for the BT

Global Challenge yacht race. Mr Warner and his wife will be met by FT journalist Richard Donkin, one of many people drawn from all walks of life who have taken part in the race.

The competition was launched by the FT-IT Review in association with 3Com, the computer network company.

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مركز الأبحاث

Mobile computing

FT-IT 5

RETAIL ADMINISTRATION By Joie Shillingford

Less time in the office now

Public house managers use portable PCs as an aid to monitor a diverse range of retail services

Staff at Whitbread's retail division, Whitbread Inns, are spending more time in public houses. That's because portable computers mean less time in the office and more time in the pubs they manage.

Whitbread's taste for portable computing began a few years back when it started to use portables equipped with the Inn Master package. This reduced paperwork and gave company auditors more time to spend advising pub managers.

Now the company is running three new pilot projects for area managers, machine managers, and human resources. Each group has been equipped with a portable computer - with

because they do not need to spend so much time popping into the office for the latest information.

Fifteen machine managers have been using the reporting tools - Cognos Powerplay and Impromptu - since November. They use them to assess the performance of fruit and games machines. The machine managers take information both from Whitbread's large store of information (or data "mart") and from machine suppliers.

They use this information to identify which types of amusement machine are performing profitably and which have passed their shelf life. Or they can work out how effective a regional marketing campaign was in relation to the rest of the country.

Six retail personnel managers, who work closely with the area managers on staffing, began using the report-

ing tools in February.

The system for the area managers, machine managers and personnel managers costs around £3,500 per person including the portable, Cognos software, Lotus SmartSuite office software and Memo for Windows electronic mail. However, the company is planning to introduce Lotus Notes messaging and conferencing software, instead of Memo.

Benefits

The main benefit of the system, says Mr David Fisher, development systems manager for Whitbread Inns, is that "a single reporting tool can display a variety of information: profit and loss, staff training data, machine income and so on."

"Staff don't need to be retrained to use a new report. They can gain large amounts of data and turn it

quickly into meaningful information, such as the top 10 or bottom 10 performers."

Other benefits of the system include minimising unnecessary travel. "When area managers log on to the network, it's easy for them to collect any information that's changed," adds Mr Fisher.

"They can also e-mail colleagues on a daily basis. This cuts down on trips to the office, which saves a lot of time as area managers are home-based."

Mr Fisher says Cognos tools were chosen because they were flexible and new applications could be created quickly by any user able to set up a Lotus 1-2-3 spreadsheet. Information can be presented in rows, columns, pie charts, bar graphs, or be rotated to obtain different rankings.

"The pubs' business is diverse," says Mr Fisher.



Mobile computers are used by managers to measure sales performance levels in public houses

"We have large family pubs, young persons destination-venue pubs, and a wide variety of food and drink. We couldn't respond fast enough to new reporting requirements with the Impase EIS we use for regional manag-

ing directors." This is because Impase needed programming skills to develop new applications. But as the information to regional MDs improved, the people below them started to demand better operational

information. Now they have it: Mr Fisher says the feedback he is getting is "how did we manage without this before?" as users have more time to spend with their managers - and, in the pub.

SALES TEAMS By Geoffrey Nain

Good news for insurance agents

Notebook PCs allow salespeople to quickly fill in proposals on-screen and spend more time on the road

At first sight, the notebook computer seems tailor-made for insurance agents, but only recently have insurers realised that notebooks are not costly toys but essential tools which enable agents to make better use of their time.

Agents have traditionally hit the road with nothing more sophisticated than an armful of manuals. Some companies would like to keep it that way, for they fear that by giving their agents notebooks, they will spend more time in front of a screen and less in front of a prospect.

The PC industry has had to work hard to overcome this resistance but the effort is finally starting to pay dividends, thanks to the lower prices and greater sophistication of today's notebooks

and the realisation that insurers have specific needs.

"Insurance is a bit different from a normal market because the agents are almost never in the office," says Mr Martin Middelkoop, product manager for Zenith Data Systems Benelux.

ZDS is a division of PC maker Packard Bell NEC. Agents have traditionally only returned to their office to do paperwork and even this non-productive "down-time" can be minimised by equipping sales teams with notebooks that enable them to do paperwork on the road.

ZDS last year supplied 420 notebook computers and portable printers. These allow agents to fill in policy proposals on the screen and print out the completed proposal for the client to sign.

The data is sent by modem

to head office where the official policy is printed and mailed back to the agent.

Notebooks allow salespeople to spend more time on the road, but equipping a large sales force with the latest notebook technology can cost several million dollars.

So, insurance companies want to be sure their investment is worthwhile. The price of the hardware is just a small part of overall cost: software must be developed, agents trained and a support network created to ensure agents can get their notebooks rapidly serviced and their time off the road minimised.

The large German insurance company, R+V, worried about these issues when it sought to equip its 4,200 agents with notebook computers last year. Siemens Nixdorf won the contract with a novel solution to R+V's needs. Its DM20m bid was based

on 486-type notebooks, uniformly configured to reduce support headaches and with two batteries to minimise down-time. The leasing contract requires R+V to supply, configure and support the notebooks in the field for two years.

SNI installed the notebooks with R+V's custom software and then despatched them to the agents. When software needs updating or the notebook repairing, the agent returns it to a local service centre and immediately receives a replacement while the original is "off the road".

"The agent does not have to worry about anything," says Mr Hans-Henning Beckers, account manager for insurance companies with SNI's German subsidiary. The agents pay DM200 a month and receive a complete system comprising notebook with pre-installed software, printer and support.

An interesting aspect of the deal is that the monthly payment also allows them to swap their notebooks for a newer model halfway through the contract. This "innovation option" is one of several types of leasing contract that SNI offers through its subsidiary, GVD Leasing.

"Leasing notebooks is not that normal, but more and more customers request it," says Mr Beckers.

R+V, along with many large organisations, was worried about technological obsolescence. By leasing instead of purchasing, it avoids carrying a fast-depreciating non-core asset on its balance sheet. Leased equipment is not recorded on the balance sheet and so does not affect a firm's level of debt or its capital-to-assets ratio. R+V will use the "innovation option" later this year to upgrade to a newer SNI notebook, the Pentium-based Scenic Mobile 700, for all its sales team.

COURIER SERVICES By Michael Dempsey

How 600 drivers stay in touch via Videopad

Chronopost, an express parcel service majority owned by the French postal service, handles 100,000 parcels travelling between France and international destinations every day. But it is facing a challenge in the form of a high profile advertising campaign from UPS, the US courier giant.

This competition has concentrated Chronopost's thinking. In an efficiency drive, the company claims to have saved 30 minutes per shift by linking its 600 drivers to a control centre, south of Paris, using a radio data communications network.

The crux of this system is a handheld computer from IBM. Every Chronopost van is equipped with a Videopad. Distributed by IBM, this robust little machine normally costs between \$1,500 and \$3,000.

Half of Videopad's 19cm-long face is taken up with a touchscreen allowing transactions to be entered and transmitted by punching the relevant square with one finger. This is important to drivers whose priority is carrying parcels to and from their van. The Videopad contains their daily worksheet, telling staff when and where material must be collected. At each pick-up or delivery point the driver enters a code recording whether the parcel is damaged or noting if the householder is not at home to receive a parcel.

A docking station in the cab of each van allows the driver to flash the status of each parcel back to Chronopost's central computer at Orly. The Mobitex wireless data network handles the traffic, with the docking station and modem powered up via the van battery.

At the end of his shift, the driver returns to one of the company's 54 centres and parks the Videopad in a data cradle where the little machine is interrogated by software running on an IBM PC. This polls each unit according to an identity number, and pulls out any files the driver has neglected to transmit. Instructions for the next day's work are fed into the Videopad. The software in question is known as the Multi Cradle Communications Manager, developed by IBM.

Mr Najl Najjar, a Paris-based IBM manager dealing with the Chronopost project, says the MCM runs well without intervention from IT staff. "The hubs function without any IT specialists. All monitoring is carried out from Orly."

Continued on page 7

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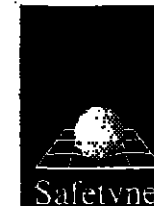
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هكذا من الأجهل

Clever new connections

Telephone equipment suppliers are building GSM connections to the Internet into a range 'super phones'

The Internet and the World Wide Web change the rules for information technology. Electronic commerce, intranets (private networks) and the convergence of computers and telecommunications offer new ways to use IT. A shift to low-cost desktop devices - network computers and Net PCs - and different software technology to support them are important elements in this change. But it is not only desktop that is affected. Potentially, mobile computers - especially those connected through wireless services - gain even more.

The stripped-down software technology of browser programs - such as Netscape and Microsoft Explorer - and Sun's Java language suit handheld portable computers and the new generation of smart mobile telephones. Browser software provides a simple and compact way to get information on the Web and Java enables software to be sent to a computer across the network.

"Many companies are mobile enterprises with sales personnel wanting to look up stock levels and place orders while they are on customer sites. The Internet is one way to do this - so we need to make the connection between the computer and the wireless telephone," says

'Mobile users want a lean and mean machine'

Mr Graham O'Keefe, product marketing director at portable computer manufacturer, Psion.

"In a mobile environment, you want a lean and mean machine. Browsers and Java are ideal for this," he says.

Digital wireless communications traditionally suffer from low bandwidth which limits the amount of data that can be sent. The Global System for Mobile (GSM) wireless network - now a standard across Europe - allows only 9,600 bits per second (bps)

UK-based service provider, UUNET.

Despite the low bandwidth of wireless communications, there are some advantages, however. "GSM gives you end-to-end digital communications - so you don't need modems and you can make direct digital connections. This helps to speed things up. "On top of that, we are offering electronic mail services that allow you to scan headers before downloading the complete message. This again reduces the traffic," says Mr Cole.

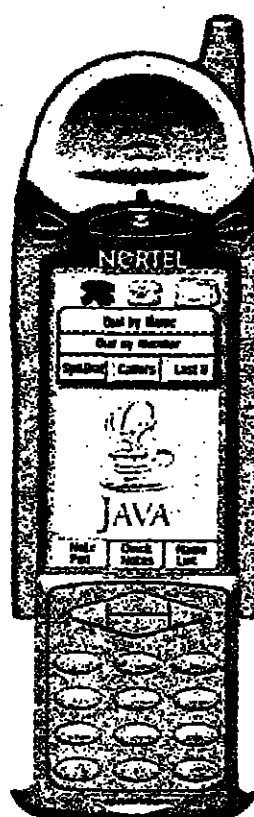
Phone equipment suppliers are taking this a stage further and building GSM connections to the Internet within a breed of 'super telephones'. Nokia started the ball rolling last year with its 9000 product which brings e-mail messaging and an Net connection to a mobile phone with its own built-in screen. "It's basically a hand-held phone with a screen and a keyboard so you can get e-mail, fax and Internet through a GSM network. You can see it in action in the film of *The Saint* - Val Kilmer uses one," says Mr Mark Squires, data manager at Nokia UK.

Telecoms company Nortel plans to take this concept further with the launch early next year of telephones that can run Java software. Mr Ken Blakeslee, director of business development at Nortel, says it will not be a browser such as a network computer, but a telephone which can carry out some computer functions.

"The Java language lets you bring down special user interfaces so you have a hand-held communications centre. You can plug directly into specific Web pages over the GSM network - rather than browsing as you would on a desktop computer.

"You can also pick up electronic mail, send and receive fax and use it as a normal voice phone. It has a stylus so you can write on the screen and even draw diagrams for transmission to a fax."

The product - code named Orbiter and demonstrated at the recent BT Innovations



Nortel's network telephone, code-named Orbiter - a communications, messaging control centre that fits in the pocket. The phone, which has a touch-sensitive screen plus stylus pen, receives and organises e-mail and stores a personal contacts directory

exhibition - will be launched in collaboration with specific network services providers.

"It's not a network computer - it's a network telephone and we think - with sponsorship from service providers, we can price it somewhere between high-end mobile telephones and hybrid computer telephone devices," says Mr Blakeslee.

For once, the product will come to Europe first because the US does not have a standard wireless networking system in place.

There are several conflicting wireless standards offering greater bandwidth than GSM, but nothing to compare with European-wide coverage of GSM.

DATA NETWORKS

Fresh lease of life

Public data networks have failed to take off, but new Internet-based applications will bring new life to them, writes Rod Newing

In the GSM-crazed world of mobile communications, it is easy to forget that there is an established technology that offers far superior functionality at a much lower price. Packet-switched public networks can keep the mobile user in constant touch, using two-way digital radio links, which are always open.

Whilst GSM - which stands for Global System for Mobile Communications, the international digital cellular radio standard - can carry data, it was originally designed for voice communications. Cellular systems are 'circuit-switched', which means there is a dedicated uninterrupted connection between the sender to the receiver. This is required for an interactive voice communications.

In contrast, public mobile data networks are packet-switched: data is broken up into packets, just as it is on corporate computer networks. These packets are routed around the network, allowing thousands of users to share a radio channel. Users are effectively online all the time, being charged on volume of data sent.

There are 29 public packet data networks around the world, as well as a number of private systems. Ericsson and Motorola dominate the market. Ericsson's Mobitex open published standard accounts for 15, with Motorola Radio Data Link Protocol (RD-Lap), accounting for 10. PakNet has two and Cognito and Teleterminal have

Turn to next page

REMOTE ACCESS - By George Black

Demand soars

Remote access allows staff to work at home or while travelling

The demand for some remote access products is set to grow at more than 60 per cent a year for the next three years, according to analysts at the research group, Dataquest. The extraordinary boom has been created principally by the strategy of companies to encourage staff to work more outside their offices.

This enables companies to save on the size and number of offices. But even more important to management is the fact that that people are productive for more of their time.

Remote access to corporate systems enables them to waste less time by working while they travel on (and wait for) trains and planes.

By not visiting their offices so often, sales people make more calls. When they get home or to a hotel, they can complete a job from there. "The rising demand for remote access is mainly about operational efficiency," says Mr Nigel Moulton, a product manager for the leading network equipment-maker, Cisco.

"With a laptop and a modem you can continue working wherever you are and be much more productive."

Where managements are able to get staff to work all or some of the time at home, they are turning to ISDN (Integrated Services Digital Network) as the best means of communicating.

ISDN gives two channels, one of which can be used for voice traffic and the other for data, transmitted at 64K bits per second. It is available in more and more places.

Installation charges in the UK are high - too high, say those who look at tariffs for other European countries - but when compared

to the cost of office space in city centres they may be negligible.

Mr Moulton argues that users have been wrongly put off by the high capital outlay for ISDN and have not looked at the overall cost of usage, which is relatively low. "For heavy data users, ISDN is an extremely good investment," he says.

For staff who are mainly on the move, ISDN is rarely a satisfactory option because they are mostly in places where ISDN is not available - customer sites, hotels, or on the road.

For them, the modem is generally the best answer and looks likely to continue as such for several years at least. Connection time is slow and unlikely to improve much, but once connection is made, the system is powerful.

New options for users

The latest models to reach the market this summer offer communications at 56K bps, close to the speed of ISDN. The devices can be as small as a credit card and some cost less than £100.

In the next year, cable modems, which access online services via the cable TV network, are likely to reach the European market.

Another option in remote access which will arrive in a couple of years is ADSL (asymmetric digital subscriber link), a data service over standard copper wires likely to be offered by both BT and the cable operators.

ADSL is expected to give the much higher communication speed of 1.5 megabits.

Mr Mike Valiant, product marketing manager for US Robotics, which aims to supply ADSL hardware, says that ADSL will enable people working at home to be part of the office local area network without having to dial up for access.

The asymmetric nature of the system means that it is

able to retrieve large amounts of data at a much higher speed than the user gets when sending data. This could prove a crucial advantage for travelling users of the Internet and multimedia applications.

The pricing of ADSL remains uncertain, but if it is as cheaply tariffed it could take off quite rapidly. Mr Valiant thinks it could become the vehicle for workers outside their offices to take part in video-conferencing.

For the leading network equipment developers, the boom in demand for remote access presents big challenges in supplying easy-to-use and secure systems with adequate support.

The strategies of Cisco, 3Com and Bay Networks are to build or buy enough products to solve all the problems of network integration with so-called "end-to-end solutions".

This has led to a spate of takeovers in the sector, most recently that of the switching systems vendor Cascade by the remote access server company, Ascend. Cisco last year took over Stratacom, a leading producer of switching equipment. This year, 3Com took over US Robotics, the leading modem manufacturer.

"The market is changing so fast we can't ever say that we have all we need," says Mr Robin Hayman, product marketing manager for Bay Networks.

Most of the acquisitions have probably now taken place, says Mr Mark Purdom, a Dataquest analyst. But having a complete product set is not the same as providing end-to-end solutions for users, he says.

To cope with the boom in demand, most manufacturers have turned to distributors and resellers to support their customers. But few vendors have so far established channels that can adequately support users' needs for remote access, notes Mr Purdom.

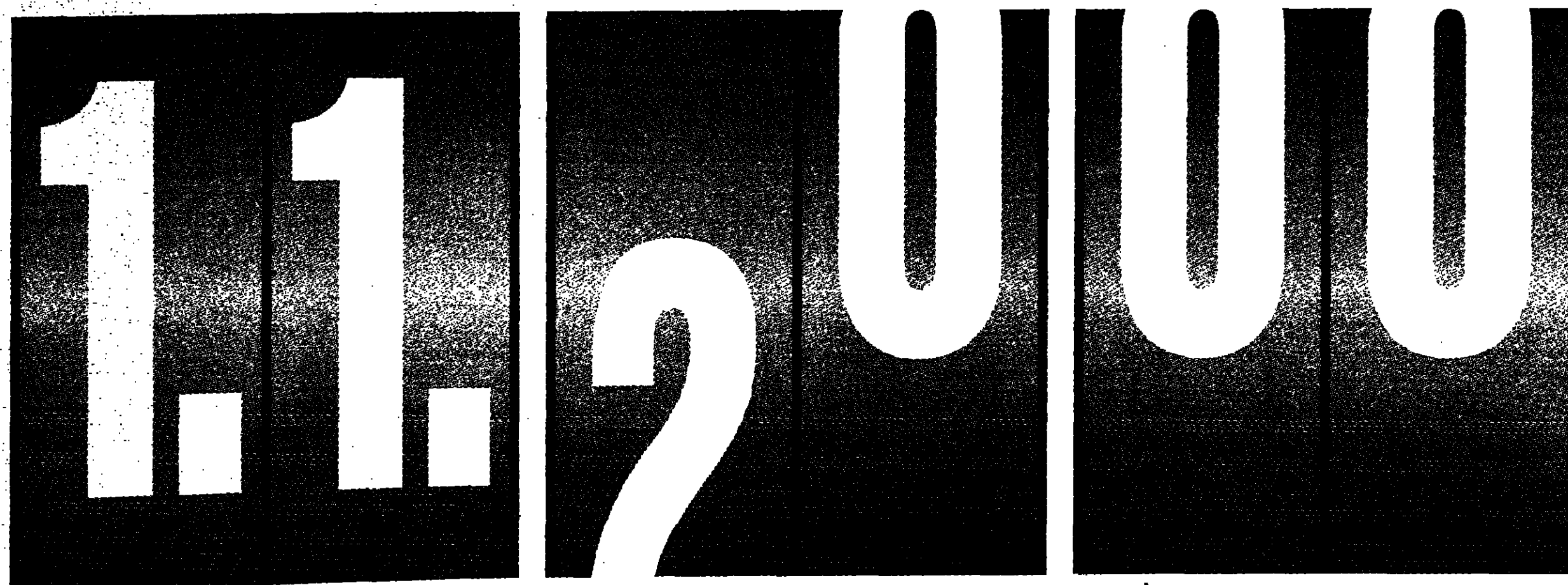
Videopad's advantages

Continued from page 5

The cost of implementing this mobile system amounts to £2,000 per vehicle including the wireless communications network. Mr Najjar is proud of the way Chronopost's blue-collar staff have taken to the Videopad. "We made a small carrying case for the machine, so it doesn't bother them when they're carrying a large parcel. Most of these guys found the system increases their own sense of importance."

Chronopost drivers have taken to demonstrating the Videopad to competitors' staff, and have already given it a pet name - 'the game-boy'. There are plans to shift the Chronopost network on to the Internet using France Telecom's domestic Minitel terminals. Customers will be able to enter the parcel number through the Minitel terminal and access Chronopost's own data to find out the location of their delivery. The Videopad seems to have triggered a small revolution.

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Siemens Nixdorf: User Centered Computing

DISTANCE LEARNING • By Geoffrey Wheelwright

Web-based training moves out of the company office

Thanks to the Internet, an increasing number of US telecommuters now participate in online training away from their central offices

The application areas of teleworking are growing, with training becoming the latest job function that people can now accomplish from their home, using a computer.

With the advent of the Internet, the World Wide Web and the corporate intranet (private network), it is now possible for employees to take on Web-based training, which previously required them to attend instruction sessions at the office.

Interest in Web-based training is growing fast and is starting to take market share from other training delivery methods, say analysts at the US-based market research group, International Data Corporation (IDC).

"Internet-based training will be a particularly fast-growing market in the coming year as both information system and business unit managers increase their purchases of externally-supplied Internet-based IT and applications software training,"

suggests Ms Ellen Julian, manager of IDC's IT training and education services research program.

"Online training offers the user just-in-time continuous learning at the desktop, remote training, and access to multiple resources - factors that will help fuel the rapid growth of this training medium."

Distance learning via the Web will be the fastest-growing segment of technology-based training in 1997, says the report. Within the Web-based training segment, Internet-based training will increase more significantly than corporate intranet-based training.

IDC suggests that delivery of training via the corporate intranet is believed to offer the same advantages as does Internet delivery, along with an ability to customise and control training course content. But, adds IDC, IT professionals, surveyed for the report, express concern about the cost of setting up and maintaining training via a corporate intranet.

Non of this is news to UK ex-patriot Mr Amar Dhall, who runs a home-based company called The TrainingNet from an office in north Vancouver, Canada. The TrainingNet's main product is an advertising-funded, World Wide Web-based training directory site (<http://www.trainingnet.com>) designed to help those looking for jobs, training and career information.

Examinations

Increasingly, many of his customers are looking to do both training and assessments of the training's effectiveness over the Internet. By using Internet "forms" on a Web site that link to a database, companies that offer Internet-based training can issue "exams" from their Web site.

These exams can be filed automatically into a database to quickly generate reports on how online students have fared in their studies - as well as statistics about which parts of the course are most effective and which need to be improved.

According to a New York-based training consultant, Mr Elliott Masie, president

of the Masie Center and the host for a conference called on-line Learning & Training '97, more than 70 per cent of leading corporations surveyed by his organisation reported a 1997 objective, focused on learning via intranet development.

Meanwhile, the top 10 software companies are implementing an internal or external online learning project, he says. But there are hurdles to implementing online learning. "Organisations are actively seeking development tools, delivery systems, third party content, more bandwidth, business models for pricing/charging for on-line learning and a set of industry standards. Each of these is an opportunity - and a potential hurdle."

Mr Masie says he is not content to merely talk about teleworking - he lives it. He divides his time between Saratoga Springs, NY, and a cabin in the Adirondack Mountains of upstate New York. He says that through the use of desktop video conferencing and an e-mail address he keeps in touch with clients, colleagues, staff and friends, "while taking the time to think, write and enjoy the non-technical side of life".

INTERNET-BASED VIDEOCONFERENCING • By Geoffrey Wheelwright

A global candid camera

Suppliers are aiming to bring low-cost videoconferencing facilities to home users

Internet-based videoconferencing is coming to a desktop computer near you. For less than \$1,000 (£520) it is now possible to add videoconferencing capabilities to your personal computer. Anyone with an appropriate sound card, plug-in camera and an Internet connection is now a potential user for this most futuristic of technologies.

The system which enables this is a new breed of software designed to provide telephony and videoconferencing functions via the Internet. The latest example of it came in late February with audio specialists' Creative Technology's announcement of its new Video WebPhone, Personal Version.

The company promises that with Creative Video WebPhone, users will be able to see and speak to another person anywhere in the world for the price of a local Internet connection. The company is so keen to get

people using this software that it was introduced at a special introductory price of only \$9.95.

Video WebPhone is designed to allow users to conduct either a single video conference call or a multi-site audio conference call with multiple audio channels. In addition, because the calls are being made from one computer to another, it is possible to display any computer-created work over the audio/video conference line. This allows people, for example, to give narrated live computer-generated presentations over the same line as their audio or video conference.

And the company says that by selling it for less than \$10, Creative hopes to dramatically increase the use of videophone technology over the Internet.

"Creative's goal is to get videophone technology into the hands of as many consumers as possible," says Mr Lung Yeh, vice president for the communications and Internet division at Creative. It does not hurt, however, that users really need a good sound card with "full duplex" sound capabilities (such as Creative's latest SoundBlaster range of sound cards) and a plug-in video

camera, which Creative has also just announced. The company unveiled the US\$169 video camera (known as the Video Blaster - WebCam) on the same day as it made public its plans for the Video WebPhone software. The camera does look to be keenly priced for something that can get you started in videoconferencing. It includes a copy of Video WebPhone and the software needed to create multimedia applications and starting browsing the Internet.

Compact system

Using the software that comes with Video Blaster WebCam, the company says users will also be able to capture and transmit still and live video. Creative says that the digital colour camera is compact enough to be placed on top of a monitor or PC and it plugs directly into the printer port, so that it can even be used with notebook computers to take digital still pictures, such as snapshots.

Creative, however, is not the only company offering low-cost videoconferencing. An intriguing alternative comes from a North Carolina-based company called C-Phone Corporation. It has

developed a gadget that hooks up to the TV set to allow users to make "videophone" calls over a standard telephone line. Known as C-Phone Home, it is a self-contained TV set-top box operated by a wireless remote control and microphone.

With the TV set turned on, the company says a video call can be speed dialed or answered via the C-Phone Home handheld remote control by pushing just one or two buttons. It uses any standard TV set to present the audio and video of the person being called. On-screen text menus are used to operate the system.

The system connects to a TV just like a VCR. Phone calls are handled by setting the TV to channel 3 or 4. The TV's auxiliary jacks and Picture-in-Picture (PIP) can be used as well. Any standard phone line is connected to C-Phone Home just as if it were an extension phone, answering machine or fax machine. C-Phone Home is approximately the size and shape of a cable TV converter box. In the US, C-Phone Home has a suggested retail price of \$349.95 plus a monthly video network subscription fee of \$19.95.

DATA NETWORKS

Wider applications emerge

From previous page:

one each. These systems are utilised by application providers who have developed industry-specific solutions for a fairly narrow range of markets that depend upon keeping fully mobile workers connected to their office networks.

These workers include field service engineers and drivers in industries such as transportation, parcel delivery, fuel distribution, point-to-point couriers, retail and manufacturing distribution, breakdown and recovery, IT services, utilities, emergency services and traffic control.

Heavy usage of a switched network, such as existing GSM data, is expensive. "Voice technology and the capacity required for a switched connection requires more equipment," says Mr Richard Harris, managing director of Cognito, operator of a proprietary UK system that predates both Mobitex and Motorola.

"I'm told that a GSM base station costs £250,000, whereas ours is only £20,000. They need thousands of base stations and we only need hundreds," he says. "Whereas voice ties up a whole channel, we have 5,000 simultaneous users on a channel. We are not just cheaper, we have no concept of the line being busy!"

"Mobile data has been on the verge of a significant breakthrough for the last eight years, but it has failed to happen," says Mr Jim

Schoenenberger, managing consultant with PA Consulting, the communications and management consultancy.

"It has been a technology waiting for a problem. Applications in the market that demand mobile data haven't been sufficiently compelling to make the market take off. The 'killer application' has been missing."

As with everything, the Internet may change this.

especially when combined with the new generation of personal digital assistants, Java telephones and other mobile devices. "Mobile packet data has been about to take off for five years, but a new generation of Internet-based applications will transform it," says Mr Ken Blakeslee, director of business development/wireless terminals at Nortel, and chairman of the UK Mobile

Data Association.

"Sending important e-mails or information using Internet push technology to a fixed location doesn't make sense," he continues. "Many users want real-time information wherever they are, so packet data networks provide it. Users might want every score in a game or the winning number in a lottery notified to them immediately. We already have the software technology to prioritise our messages, so we just get the ones we want."

These new applications will help to encourage the GSM services to invest in adding packet data to their switched data services. The Generalised Packet Radio Service (GPRS) is part of the GSM standard and should be available within 12 months. It will integrate voice and data, allowing users to download a file or applet in the background, whilst talking.

GPRS will have the cost advantage of providing a single terminal for voice and data on a single network, but Cognito will be able to achieve the same with different dedicated networks.

Mobile executives have looked at their cellular data communications and realised the value of mobile data, says Mr John Jervis, managing director of RAM Mobile Data, which operates a Mobitex network in the UK. "They are often in meetings and can wait for their mail, but immediate communications are mission-critical to their field work."



The StarTAC GSM digital cellular phone is claimed to be the world's smallest and lightest GSM digital mobile data solution.

IMPACT OF INTRANETS • By Tom Foremski

New ways to manage information in the age of the Internet

Companies seek to give staff access to the information they need, rather than flooding them with electronic mail and data they do not require

There is no arguing with the fact that intranets - the private networks that use Internet technologies to distribute information across a company - are a great way to overcome many of the problems that companies have faced in sharing information within their organisations.

The use of industry standard technology, cheap and sometimes free software, and making use of a company's existing IT infrastructure of different computer platforms and networks, are the key benefits of intranets.

In addition, intranets can be seamlessly integrated with the Internet, allowing staff from any place with a phone line, to access information from the central office. And with the use of HTML-encoded documents, it does not matter on which kind of computer the information resides.

Such capabilities, even a few years ago, would have been considered a utopian dream. IT experts knew that sharing information within a company that has different computers, different networks, and a wide variety of document file formats, would be virtually an impossible task.

Intranets have changed all this, and now, the problem is how to make the best use of these powerful technologies, how to give staff access to the information they need, rather than flooding them with information they do not require.

Some organisations are using intranets to try and capture the experience and knowledge of their staff. For example, at Andersen Consulting, staff are encouraged to set up their own web pages and post white papers about the projects they have worked on and the problems

and solutions they encountered in their work.

When other staff are working on similar projects, they can search the web pages and draw on a considerable wealth of in-house expertise. Intranets are great for e-mail but with most people already receiving dozens and even hundreds of e-mail messages daily, the usefulness of e-mail can quickly become lost.

Posting information on personal web pages within an organisation is one way for cutting down on e-mail. For example, a manager can post the latest sales figures or monthly report on their web page and simply distribute the page address to staff. They can then access the web page by bookmarking it in their web browser and know that they are looking at the latest version of the report.

US corporations are increasingly interested in using what is called "push" technology to deliver information to staff, rather than waiting for them to look at their e-mail or click on a web page. Push technology sends out information to a user's desktop PC without them requesting it.

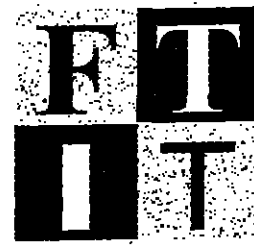
This technology has been pioneered by California-based Pointcast which uses its own push technology to send out news stories from different sources to more than 1.5m subscribers. It uses a television model, in which subscribers "tune in" to channels of information.

"When we showed Pointcast to senior executives at large companies, they wanted to know if they could use Pointcast to send out their own information to staff. They see a value in broadcasting corporate information, rather than putting up the information on a static web site," says Mr Gregory Hassett, chief technical officer at Pointcast.

The company now offers a way for corporations to broadcast information to their staff and the whole idea of push technology has become a hot subject. California-based Marimba with its Castanet technology does away with the web browser and allows subscribers to choose channels of content.

Marimba recently announced an Intranet version of Castanet. A key feature of Castanet is that it uses the cross-platform Java language and so runs on all types of hardware platforms and it can be also used to distribute and update software programs on PCs connected to intranets.

"Castanet for Intranets is receiving a lot of interest. It allows administrators to send out channels of information, send out software upgrades and also specify who is allowed to subscribe to key channels," says Ms



Software at Work

Here and on the following three pages, FT writers look at the benefits of efficiently sharing information within a company

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INFORMATION OVERLOAD • By George Black

It will get worse before it gets better

Only a tiny fraction of the data now being shifted around is ever used

A common complaint was once: "Not enough information." Now, the cry is: "Too much!" As the chief executive of ICI, Mr Charles Miller Smith said recently: "Almost overnight, we've reached a stage of information overload."

The volume of information, if that is the right name for it, is growing exponentially. Some companies are upgrading their Internet gateways almost weekly in order to be able to receive more data - most of which they do not need.

Electronic mail adds to the problem. Now that everyone uses it, it often seems not much easier to get a reply to an e-mail message than to a phone message. In-boxes get stuffed with junk e-mails and are frequently ignored by their owners.

Overload is likely to get worse before it gets better, because increased bandwidth will tempt users to gather far more information than they do at present.

The solution could lie in new forms of software which carry out the extraction, organisation and selection of information for the needs of the individual user.

Tools of this kind could provide a much more powerful method of managing information than today's browsers.

A principal aim of the research and development work going on in this area is to develop personalised information and message services, so that people receive the material which interests them and nothing else.

Mr John Singel, global head of the IT practice for

Price Waterhouse, says the issue is "how to find a needle in a huge haystack which is rolling by."

Software agent technology can help, he says. Price Waterhouse developed such a system for him, picking up news about company management changes in which he was interested.

"This proved that agent technology can work well, provided you can be reasonably specific about what it is you want to know," he says.

Several start-up software developers in the US have products with similar functions. Grapevine Technologies' product Grapevine, for example, scans information and directs it to certain users according to their stated areas of interest.

Intelligent agent software can be applied to monitor an individual's use of a system and learn what the user wants and does not want to know from what he does day-by-day.

Lotus Notes, the leading groupware product from IBM's Lotus Development subsidiary, contains both filters and intelligent agents.

Filters on either client or server machine enable users to block, for example, copies of documents from all but a few important colleagues.

Agents will fetch what the user wants to know about - they will send an e-mail to notify him of significant changes in competitors' prices listed on its Web site. "Filters are not very intelligent, agents are the better way forward," says Mr Jim Moffat, marketing manager for Lotus's e-mail and groupware products.

Neither filters nor agents are so far widely exploited by Notes users, he says, mainly because it takes time to train people to do so. Agents are behind the major change in the past year



What was that again?

ogy, by which users have to find their own information, towards "push" technology, which delivers the type of information they have requested to their screens.

Push technology, also somewhat misleadingly known as "broadcasting", has become a confusing battleground as start-up companies bring their innovative software products to the market.

Many of these new systems draw on the techniques of artificial intelligence and knowledge-based systems which have been developed gradually over the past 20 years.

Management consultancy KPMG subscribed to press cuttings services, but found they responded too slowly and often picked irrelevant items.

So it evaluated a number of agent software products and chose Desktop Data's Newsedge to run on its intranet. It delivers news about clients, competitors, markets and industries as soon as it breaks.

KPMG's UK director of information Mr Peter Chivers says that such tools need to be carefully managed because there is a danger that "push" technology can exacerbate the overload.

According to a study by the Ovum consultancy, software of this type will

Kim Polese, CEO of Marimba.

While intranets are often built using mostly existing IT resources, they do encourage a lot more network traffic, especially if staff are using bandwidth-hungry applications, such as desktop videoconferencing.

Intranets usually have to be upgraded to handle the extra traffic which means expensive servers and network equipment. But there are ways to make intranets work more efficiently and some of the technologies are already present but are not being effectively used. IP Multicasting is a technology that can dramatically decrease the amount of traffic on intranets.

While many large computer and software companies have joined to promote the increased use of IP Multicasting, they point out that the technology is already in many of the routers that run intranets and that it just needs to be turned on.

IP Multicasting works by sending a single stream of data which is then split into multiple streams at the router closest to the subscribers. This is better than sending multiple streams of data, one for each subscriber across the entire network. It only works with sending real-time data, but it does cut down on network data traffic.

Adding extra capacity to serve the increased information flow on intranets is inevitable for many companies. A recent survey by US market research firm Softbank found that out of 150 companies surveyed, about one half plan to increase spending on intranet products by between 30 and 100 per cent.

This shows that companies are realising the benefits of intranets and that it is worthwhile improving what has become for many organisations a vital technology that helps them do what they need to do

lyst to electronic commerce on the Internet.

Researchers at Yankee Group expect that push technology, or desktop delivery systems as they call them, will cut the amount of surfing that Internet users do.

The new software is not short of users willing to experiment, as companies struggling to cope with information overload are keen to try anything that could help lighten their burden.

As Mr Singel of Price Waterhouse comments, "only a tiny fraction of the data that is being shifted is ever used. If people could find a way to limit that and stop wasting bandwidth, there would be major time and cost-saving benefits."

It could be worthwhile to invest some of the time of one or two people on the staff to save a lot of time for the rest.

Some companies have compiled databases or bulletin boards for special interest groups and appointed custodians, whose job it is to check the content daily, ensure that queries are getting answered and remove material which is out of date, frivolous or no longer relevant.

This may seem a step back to a labour-intensive procedure, but if the database is highly valued, the effort

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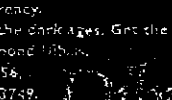
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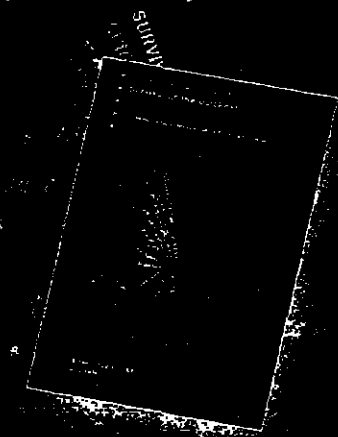
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Business and the Internet – beyond the hype

Companies are now moving beyond their first tentative steps on the Internet by developing Web sites as effective sales and marketing tools

The Internet may have taken the business world by storm, even leading to some panic in the IT department and perhaps a little fear in the boardroom, but the frenzy is over. What remains is the realisation that what excited us was a real business tool and not the hype surrounding its potential.

It will not be the last time that a new and challenging technology has passed through hype to scepticism. Very real doubts about security still concern even those organisations keen to take advantage of global communications, the "virtual" office and on-line trading.

Secure transaction systems have arrived but the real challenge lies in educating and reassuring potential users. Experience and confidence will lead them to accept new methods, just as they took to credit cards and cash dispensers. Perceptions of the Internet as an insecure trading environment are lessening as a variety of applications, many using military-style encryption coding techniques, are developed.

For companies really to benefit from the Internet, it must be built into their strategic planning. That also requires consideration of how and by whom Internet services are to be implemented within the organisation. This needs proper investment in terms of time and finance and, of course, "buy-in" at board level.

In the past, some compa-

nies may have been tempted to jump on the Internet bandwagon through fear of being left behind. For others, Internet developments within a company have been halted at a moment's notice if the main decision-maker does not understand the real business benefits.

Now that the Internet is maturing, companies are moving beyond those first tentative steps, developing Web sites as effective sales and marketing tools, using e-mail as a main form of communication and gaining cost, convenience and legacy benefits from intranet development.

Intranets (a corporate internal network running on, and benefiting from, Internet technology but protected from the outside by firewalls, encryption coding and gateway systems) are secure, easy-to-use and low cost; therein lies the appeal. Security throughout a company can be reinforced through the use of an intranet: thus, companies can optimise their use of the Internet without jeopardising corporate integrity. Intranet champions describe this ease of use with the mantra: "I see, I point, I click."

Naturally, there are resource constraints to such a commitment and the move towards the removal of paper-based systems in favour of the paperless, virtual office is not an easy step. However, the need to improve communications,



Denise Fellows: the vision of the virtual office draws closer

reduce costs and increase productivity is driving organisations on. The power of information cannot be underestimated as rapid retrieval and communication becomes a key asset.

Many organisations begin by putting telephone directories or company handbooks on the intranet, allowing users on multiple platforms to access core information which is accurate and up-to-date. Although it may seem a mundane use of the intranet, it enables organisations to remove paper-based

versions which are out-of-date before they are even printed and to communicate more efficiently.

Electronic production of a company handbook more than 25,000 for each edition and in this way, return on investment can be proven within two to three months of intranet installation.

Companies are beginning to be more creative in the way that they use the intranet to share information within the organisation. For example, intranets can be integrated with application

databases such as those containing product and pricing information held on legacy systems.

Those managing mobile sales forces will appreciate the immense business advantage this offers, with everyone sharing the latest, up-to-date information at all times. Intranets allow different hardware platforms to work together – a true panacea for the ills associated with proprietary systems.

As the business benefits of the intranet become clearer, the vision of the virtual office draws closer to reality. Is it unrealistic, then, to plan a telecoms market, SLAs are now being developed by the leading Internet Service Providers who, now that they control all the connections in their global networks, are now in a position to guarantee this.

Browsing through Reuters recently, I came across an interesting Extranet user. SBC Warburg, part of the Swiss Bank Corporation, employs research analysts who produce and distribute reports to in-house staff and clients.

With more than 100 analysts in 15 countries delivering information to 2,000 bank staff and more than 500 leading clients, the cost of printing and distributing all this in paper form was reaching millions of pounds. To save money, the bank turned to Internet/intranet technology and developed a system to distribute this electronically.

The solution was to provide a common system of communication, based on Internet standards, between the companies which was secure, 99.9 per cent reliable and accessible only to SBC

FT Business Web Site of the Year

In June, the FT Review of Information Technology will be launching a competition to find the FT Business Web Site of the Year.

Full details and electronic entry forms for the competition will be available on the World Wide Web and in the June issue of *Doing Business On-line*, the FT-IT magazine guide which will appear in June.

The competition is sponsored by UUNET UK, Europe's largest Internet service provider.

The FT will be looking for organisations which have used their Web site to achieve commercial

advantage in their particular market and can display evidence of the following:

- Business transformation.
- Innovation.
- Measurable financial benefits.

There will be category prize winners and an overall winner who will be named as 'FT Business Web Site of 1997' which will be announced at an awards ceremony in November 1997.

Details of the winning entries will also appear in the Financial Times.

Competition entries will be invited for the following categories:

- Finance.
- Large organisations (excluding those in the finance sector).
- Small and medium-sized organisations (employing under 250 employees).
- Public sector.
- Not-for-profit organisations.

The competition will be open to companies in and outside the UK that fall into the above categories. Entrants' Web sites must have been established before January 1, 1997. The deadline for final entries is August 30, 1997.

Warburg and its clients. The result is that users each have a computer from which they can access all three: the Internet, the Extranet and their company's intranet.

A good example of effective business use of the Internet in the UK is the Virtual Showroom, the country's first Internet-based car showroom. Supported by 600 motor dealers and dealer groups, the Virtual Showroom has more than 15,000 vehicles to choose from and allows subscribing dealers to offer their customers a shop-at-home service.

Consumers can visit these dealers via the Internet from the comfort of their homes

or offices, making the search for suitable cars to test drive an effective and rapid experience. They can tap into the interactive catalogue of new and used cars, searching for vehicles by make, model, mileage, value and other variables. They are also able to view a vehicle's full details including a photograph, all the necessary finance options and can search for appropriate dealers by franchise or location.

To date, the project has been described as "an enormous success" with participating dealerships reportedly increasing their marketing area by 40 per cent.

There is much to be learnt

from Internet experiences of other organisations. Raising awareness and helping enterprises exploit this new technology is essential for progressing the development of the Internet.

For this reason, the Financial Times, in association with UUNET UK, is launching the FT Business Web Site of 1997 (see details above). We want to hear from those organisations who believe they are pioneers of the Internet and also from those who have made a strategic commitment to it, having begun to put the foundations in place to build on that commitment.

New and easier ways to filter information

Innovative software tools now allow businesses to access the right information at the right time

Internet technology is giving users at the desktop integrated access to all the corporate information stores via intranets (private networks), and to a world of public information on the World Wide Web.

The challenge now is to put this information to productive use by enabling non-technical staff to filter relevant content from the mass of available data.

Until recently, the software tools available for analysing corporate databases, such as user query tools, report writers, online analytical processing (Olap), data mining and data visualisation tools, required users to have quite a high level of technical knowledge.

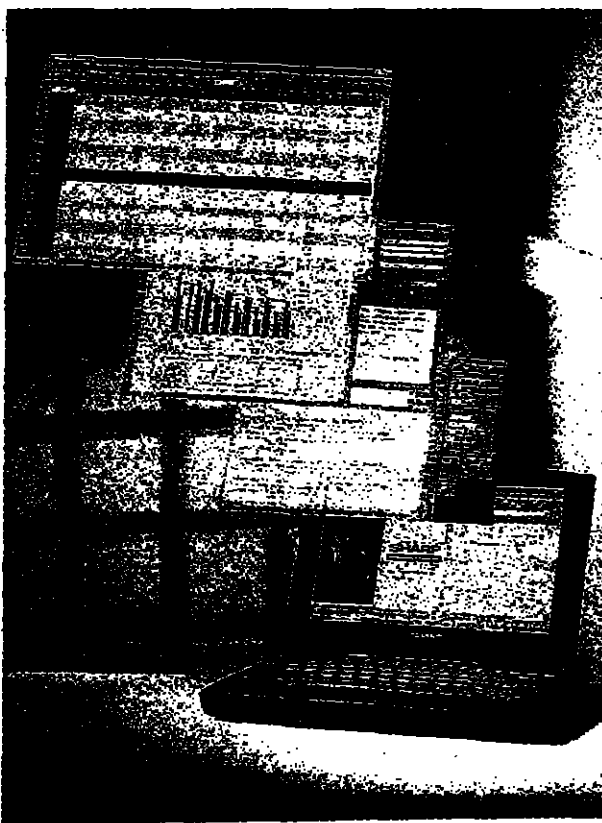
These tools are now being adapted for business, rather than technical staff, allowing users to create semantically valid, complex queries, without any knowledge of database structures or of SQL, the computer language which is used to compose database queries.

These tools are referred to as "multi-dimensional" because they are able to draw down information from several corporate databases, perform a range of analyses and present the results in a ready-to-use form.

Mr Charles Nicholls, marketing director of Business Objects, the French company which is the largest supplier of Olap software, says that in the last year such tools have changed dramatically, becoming far easier to use. "Until recently you had to understand the database structure – now Olap products are genuinely designed for the end-user, giving them access to data in business terms."

As a result, he says, these tools are on the verge of becoming commodity products. For example, the oil company Shell, Defense Medical Logistics, a US medical insurer, and the former AT&T company, Lucent Technologies, have each bought 10,000 licences for Business Objects' software.

"This shows companies are trying to put these tools on everyone's desk because they recognise that the con-



Access to information has never been easier, even for executives on the move. Pictured here is a wide-screen notebook computer, the Sharp WideNote, which offers viewing capabilities for the Internet, multimedia and spreadsheet use

production."

Mr Rob Vanderhaar, general manager of marketing for the Canadian software company Speedware Corporation which sells another popular Olap tool, Esperant, notes that putting these tools on every personal computer is not just a matter of improving the user interface. "You have to be sure that in the hands of a non-technical end-user, these tools will only give the right answer. It is frighteningly easy to create queries which give the wrong answer."

While Version 3 of Esperant was for mid-level analysts, Version 4, released earlier this year, can be used by non-technical staff.

"Our target is the empowerment of business professionals by giving them the information they need to do their jobs better and more effectively."

Solution

The end-user tools now available for querying corporate databases cannot yet be used for accessing information on the Internet because the tools are not Web-enabled and most of the data-
bases are not structured for SQL queries. However, there are moves to remove these

Media, for structuring information on Web sites, which is giving away to public information providers.

Mr Vanderhaar says the motive for doing this is that it adds value to the Esperant product. But at present, large organisations are concentrating more on using the Internet to distribute information, rather than to access it.

"Intranets are a very low-cost way of distributing information," says Mr Nicholls. "The ability to publish on a Web server is extremely powerful, and so the first phase of corporate Internet use is about distributing information, pushing information out to the boundaries of the organisation and beyond."

For example, the pharmaceutical company Eli Lilly recently purchased 5,000 Business Objects licences and 11,000 Netscape browser licences. "The company is using this software to give thousands of staff access to information on all aspects of its production processes, allowing them to pick up any problems in manufacturing and share them with colleagues around the world, and with suppliers," says Mr Nicholls.

Until end-user tools are

best approach is for business users to import data and analyse it *in situ*. However, using the Web as a corporate information resource remains problematic. Even though browsers are acquiring features, such as software agents and bookmarks to help navigate the Web, finding the right information still requires users to go out and surf for it.

"In business today, the ability to access the right information at the right time is absolutely critical. The problem is that technologies which promise this ability, namely the Internet and corporate intranets, are flawed in their delivery."

Problems

Rather than giving users the tools to assimilate the right information into useful knowledge, they are overloading them with too much irrelevant data," says Dr Mike Lynch, managing director of Autonomy Systems, which specialises in intelligent agent and personalised information management systems.

In April, the company released its first product for corporate servers, Personalised Content Push Server, which enables content providers to deliver information in a personalised form.

The Push Server is an intelligent information engine which covertly observes a user's area of interest, and then draws related articles to the user's attention.

When an article is selected by the user, a software agent will examine its content and automatically create a list of related items. The Push Server will also respond to overt queries in plain English and retrieves information based on the user's specific requirements.

The product is used by Line One, the proprietary Internet service launched in March by Springboard, a joint venture company owned by News Corporation and British Telecom.

The need for some means of managing information on the Internet is demonstrated by the rapid growth of agent software, says Ms Christine Guilfoyle, author of a recent report on agents, by the market research group, Ovum.

"Two years ago, the focus for agent technology was network management and groupware applications. Now agent applications are focused on the Web and the growth of the Web has

INTERVIEW • Rod Newing talks to Philippe Courtot of Verity, the US-based IT company

Analysts at the Meta Group estimate that the amount of private information stored globally doubles every 12-14 months. This information explosion is the result of the proliferation of personal computers and departmental servers which has allowed individuals and workgroups to create documents and manage information to meet their own needs. As a result, there is a massive amount of information which needs to be retrieved and shared internally.

"There is now a greater volume of information than can be searched manually," says Mr Philippe Courtot, chairman and chief executive of Verity (<http://www.verity.com>), a leading provider of search and retrieval applications in enterprise computing.

"Surfing the Internet is impractical with so much data, so you need a different metaphor. Users need information presented to them in a way which is personal."

Verity was formed as a spin-off from Advanced Decision Systems (ADS), a US government-funded project to automate the process of finding information.

ADS created a software technology which reads documents, allowing users to find stored information in response to a specific query. It can also monitor incoming documents to find anything which is of interest to individual users. Because the entire document is read, the results are always accurate and are delivered in order of relevance to the user. The commercial product that Verity has come up with is 'Topic'.

Vast electronic archives

The original project was launched because the US Central Intelligence Agency was interested in using technology to help it find information in its vast electronic archives.

"Topic was soon used by the White House and by the National Security Council," says Mr Courtot. "It was a natural move to the US government and to world security agencies. From there, it soon moved to large corporations."

Verity was ideally poised to help users cope with the enormous volume of information on the Internet. "We knew it was important, so we sought out Netscape as a partner," says Mr Courtot.

"If you know what you are looking for, you can describe it in words and Topic will find it quickly," explains Mr Courtot. "The problem is if you don't know what information you want, because you don't have the words to

Coping with the deluge of data

Technology developed during the cold war is helping organisations to cope with the information explosion

found by asking corporate librarians to gather it together. They did this on an iterative basis, as they searched through catalogues and indexes, refining their queries as they worked to improve the quality of the result. This doesn't work any more because there is too much information."

Organisations now have to

The technology also needs to cope with dissimilar document types, incompatible information sources and geographically dispersed data stores.

Mr Courtot has already approached these problems by introducing a large parting programme. More than 100 applications are indexing their information

for information, rather than reading through it, raises some important issues. Scanning a newspaper or other document may expose a reader to new ideas and stimulate innovation, a process which may be lost if we use computerised tools, such as 'Topic'. "Innovation is in the individual, not the information," says Mr Courtot. "Users will get more knowledge as they browse information structures by discovering a new category."

Expanding intelligence

The computer age "expands the opportunities for humans to innovate," he adds. "Part of man's evolution has been the ability to use tools and learn new ways to apply them. Today, Microsoft's Encarta encyclopaedia is a good start in presenting knowledge."

"Eventually, with virtual reality and human gene mapping, we will extend our lives. When we can decode the genes, virtual reality will give us a major new tool to shape the brain. Human intelligence hasn't grown very much, but I believe it will."

With ever increasing volumes of information, users face a danger of not having all the information relevant to an important decision, so products such as Topic are going to be increasingly important. "With information becoming available at an accelerating rate, the challenge is to find the right type of information with minimal effort," concludes Mr Courtot. "If we don't, decision-making will become stifled by the demands of finding and managing the information needed."

Philippe Courtot, a Basque-born and raised Frenchman, earned degrees in electrical engineering and physics at the University of Paris.

A former chief executive of Thomson-CGR Medical corporation – now a division of GE Medical – his personal achievements include the Benjamin Franklin Award for his role in promoting a national awareness campaign in reaching more than 75m people in the promotion of the life-saving benefits of mammography screening.

His association with Verity began during his tenure as president and chief executive



Philippe Courtot: information overload can stifle decision-making

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New directions

VIRTUAL REALITY • By Geoffrey Naim

Fresh opportunities emerge on the Web

PC-based systems are helping to drive down the cost of virtual reality. Training has become a fast-growing area for the technology

Virtual reality is often described as a technology in search of a market, but thanks to the Internet it may finally have found one. Web-based virtual worlds are bringing VR to a wider audience and, coupled with the tumbling cost of VR technology, could breathe new life into an industry that has failed to live up to expectations.

"We sense that the real opportunities for VR are on the web," says Mr John Chipin, chief executive officer of UK company, Superscape VR.

Superscape is one of three VR pioneers that floated on the London Stock Exchange in the 1990s, hoping to ride the wave of interest in VR. The market failed to ignite, however, and the companies have struggled to grow while continuing to lose money.

One of the firms, Virtuality, called in the administrators in February. Many potential customers view VR as an expensive toy and the industry admits its past marketing efforts have not been well-focused.

"VR has been a technology in search of a problem and there are so many potential applications that it can be bewildering," says Mr Charles Grimsdale, managing director of Division, the third VR company with a London listing.

The high cost and complexity of traditional VR technology has also turned off potential customers. "For many years, VR has just been too difficult," says Mr Stefan Hallin, president of Swedish company, Prosovia Clarus. With 1996 sales of \$32m, it claims to be one of the largest VR companies.

As with Division, Prosovia focuses on high-end software to visualise designs for

new products or buildings. This "virtual prototyping" offers advantages over the physical models traditionally used to test designs and is already popular in the automotive industry.

But only a handful of companies can afford the dedicated facilities required for high-end virtual prototyping. The VR industry is thus looking elsewhere for new growth and, in particular, to cheaper PC-based systems and Web-based virtual worlds. According to the UK market research company, Ovum, these new areas could push VR into the mainstream market by 2001, compared with just \$135m in 1995.

Training is the fastest growing area of VR, thanks to the arrival of low-cost PC-based systems, and it has given many firms their first exposure to VR running on standard office PCs.

Superscape pioneered PC-based VR with its VRT software and one customer is the UK subsidiary of Volkswagen, which is using a PC-based VR program developed with VRT to train mechanics to find electrical faults in cars.

The latest PC technology can run quite sophisticated VR applications. "A PC and a \$300 accelerator card can deliver today what a Silicon Graphics machine delivered three years ago," says Mr Hallin.

The high-end VR software of Division and Prosovia traditionally needed Silicon Graphics workstations costing \$350,000 or more – beyond the budget of many companies. These two companies have thus launched PC versions of their software to broaden the market and Division claims 20 per cent of its sales now come from PC users.

PC-based systems are helping drive down the costs of VR, but the factor that will really popularise the technology is the web, and in particular, the Virtual Reality Modelling Language.

VRML is a standard for creating virtual worlds on web sites. It opens up a wealth of possible applications, from virtual shopping centres to web-based 3D catalogues and collaborative engineering. (see report on Cern, below).

BT, the UK phone company, is researching using VR to offer new communications services and earlier this year it created a web-based virtual world to allow 2,000 viewers of a TV program to interact on the Net using "avatars" – virtual characters – and VRML browsers.

The VR industry has for years created niche one-off solutions but VRML should bring critical mass, says Mr Graham Walker, manager of the project. VRML allows 3D models to be efficiently transmitted over the Internet or corporate intranets and "navigated" using any VRML-compatible browser.

Both Netscape and Microsoft will include VRML in their new browsers due later this year. Other technologies exist for creating virtual worlds on the Web, such as



Virtual reality view of a petrochemical plant, created by VR Solutions of Salford, Manchester

Superscape's Viscap, but web surfers must download special software before entering them. By adopting VRML, this barrier is overcome.

"Content creators can count on millions of people having a VRML browser on their computer," says Mr John McCrea, marketing director at Silicon Graphics, which led the creation of the VRML standard.

The traditional VR companies argue their proprietary

VR technologies are superior to VRML, particularly for serious applications.

"VRML is aimed at entertainment and today does not offer anything our manufacturing users require," says Division's Mr Grimsdale. But standards wars are rarely won on technical merits, and the traditional firms know that if they do not grasp the opportunities provided by web-based VR, someone else will. Last month, for example, Microsoft revealed it

was working with a young software firm called Paraglyph to create a virtual world for the Microsoft Network.

The established VR companies know they ignore VRML at their peril. "A year ago we took the decision to scrap our proprietary file formats and use VRML," says Mr Hallin of Prosovia. The company has built a set of "extensions" on to the VRML standard to allow its software to offer high-end

features not included in the standard specification.

Division is sticking to its proprietary file formats for the time being, but in February, it joined a committee to improve VRML so that it will support the virtual manufacturing applications that Division offers today with its proprietary technology.

"By next year, VRML will have evolved into a standard that can address manufacturing needs," says Mr Grimsdale.

VIRTUAL REALITY AT WORK • International case study by Geoffrey Naim

The world's most complex machine takes shape

The European Cern project is like a giant jigsaw, created by scientists from more than 300 physics research institutions

Cern, the European laboratory for particle physics, is pioneering the application of virtual reality in engineering with an ambitious project to design the world's largest particle accelerator, using web-based VR models.

The Large Hadron Collider will cost more than \$2bn and not be completed until 2005. It is described by Cern as the most complex machine ever built and the technical challenges are formidable – the huge magnets in the particle detectors weigh hundreds of tons and must be aligned with hair's breadth

precision. Cern knows it will not get a second chance to build the LHC – several Cern member nations are already demanding budget cuts. Using VR, it hopes to get the design right first time and avoid the revisions and cost overruns that typically plague big engineering projects.

Cern is handling the LHC's general design while more than 300 physics institutions and contractors scattered around the world will design its individual parts. Only when all the parts are finished will they be brought to the LHC site, outside Geneva, Switzerland, and assembled, much

like a giant jigsaw.

To ensure the pieces fit together perfectly, Cern plans to create detailed 3D models of the LHC on the Internet within a virtual environment called Virtual Environment Navigation in the Underground Sites (Venus). Researchers from around the world can "fly through" Venus using VR-equipped web-browsers and VR helmets, glasses or projection screens to see how their particular component fits into the overall design.

Venus is still in its infancy and its web site holds just a few general models of the LHC created

by Cern staff. Ultimately, Venus will become a distributed virtual environment that links web servers of different contractors and allows users to visualise the minute detail of any component.

An Engineering Data Management System, based on an Oracle database, will store design data on every piece and Venus will use the EDMS to locate the 3-D models corresponding to particular pieces, irrespective of which web server stores them.

"EDMS will be the backbone of Venus as we want to be able to describe everything down to the smallest screw and show it in 3D,"

says Mr Silvano De Gennaro, Venus project leader at Cern. Many architects and engineers see "collaborative virtual engineering" as a key technology for big projects that depend on international co-operation.

But the technologies to create virtual worlds on the Web are immature and Cern has had to cut its own path. "When we started two years ago, there was no standard for VR on the web so we had to make our own," says Mr De Gennaro. Cern developed a VR browser, called i3D, using technology pioneered at the CERN particle physics laboratory in

Sardinia, Italy. He claims the i3D browser is better at VR than commercial browsers, such as Netscape Navigator, that use the new VR modelling language (VRML) standard. For example, i3D allows scientists wearing stereoscopic glasses to see objects in 3D on the screen to more accurately judge distances.

Budget cuts have also hit Cern which has decided to rebuild its virtual models using VRML code so that they can be seen by scientists – and indeed, any visitor to its Web site – using standard PCs or Macintosh computers.

Neil Melville of Nissan massive business interruptions. than 500 gigabytes of data. The Motors knew the obvious Melville had heard that EMC's combination of speed, mirroring benefits of consolidating all Enterprise Storage offered more the company's European data than just a shared repository; centers into one. Not so obvious but he was amazed at how were the enormous difficulties fast and trouble-free the of getting it done within system's platform independence and platform independence six months and without made the migration of more eliminated downtime completely and tripled potential productivity. To find out how EMC Enterprise Storage"



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ENTERPRISE RESOURCE PLANNING • By Andrew Baxter

Business IT selection strategies are crucial

Different IT systems have their own unique selling points – buyers are often under pressure to find the right match within a reasonable timescale

How good is enterprise resource planning (ERP), the systems and software used by hundreds of companies worldwide for planning across different functions and sites?

For manufacturing companies which have introduced ERP, one of the current "in" acronyms of business IT, the answer seems to depend on your standpoint, according to the latest research from Cambashi, the independent UK IT consultancy.

Here, for example, are two statements about the same ERP system: "The system is highly configurable and appears to be able to do anything. After training in it, people become highly employable." That was from the IT director of a manufacturing company.

Yet a manufacturing analyst from the same company said: "We have found a lot of limitations. Managing the bill of materials is really difficult – and the repetitive module is just a piece of garbage."

Another IT director who bought the same system, and who was sacked when it failed to deliver the functionality which users needed, said: "We talked to user groups, and they seemed pretty happy."

Cambashi says its research shows this is typical of the situation in many manufacturing companies. It believes many end up dissatisfied with their ERP systems because they start off with the wrong selection strategies.

"Companies often go over to ERP to replace outdated accounts systems that are becoming too expensive to maintain," says Mr Simon Bragg, a Cambashi consultant.

"As a result, the person responsible for choosing the system is often the IT man-

agement director. How long will it be before manufacturing companies remember that they are in business to manufacture products, so enterprise-wide computer systems must be chosen to suit manufacturing activities as well?"

The research shows the greatest business benefits can be achieved only if the buying strategy gives equal

importance to IT, corporate finance and manufacturing functions. This is because the many different systems on the market all have their own unique selling points. Each of the three key functions has its own particular needs, skills and strategies, and the problem for buyers is to find the most appropriate match within a reasonable timescale.

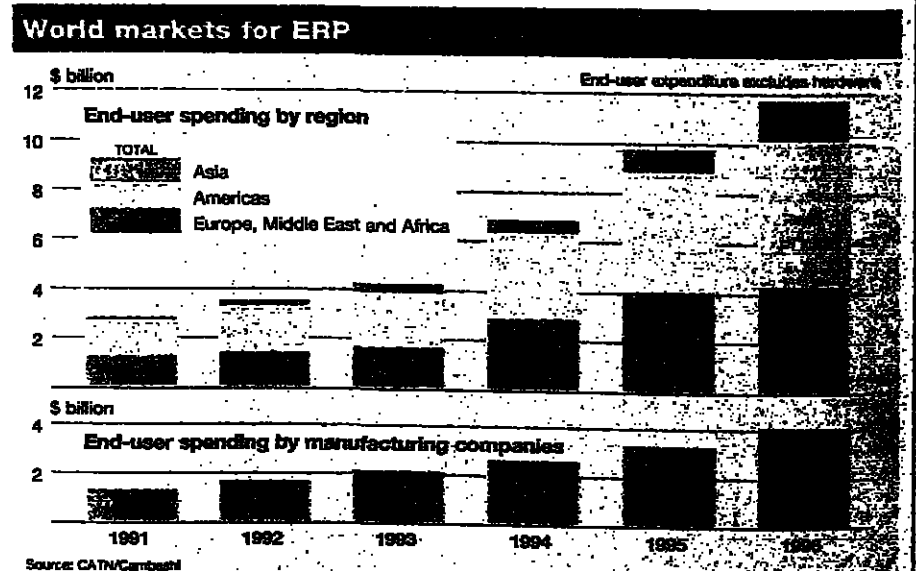
"With the right approach, the selection process should take no longer than three months," says Mr Bragg. Cambashi also points to the need for manufacturers to invest in systems with a long-term future. By far the majority of systems cur-

rently in use will have to be scrapped by the end of the century, it claims, either because they are not Year 2000-compliant, or because they are based on outmoded 'dumb terminals' with no local processor power.

The findings ought to provide food for thought for the ERP industry, which – unusually for IT – has its centre of gravity in Europe rather than in the US. The two leading vendors, SAP and Baan, are both European companies, and ERP is primarily a European development, says Cambashi. This, it says, may reflect the

any chance of staying in the market. Over the next five years, it predicts, two or three leading vendors will continue to dominate the market, extending their user-bases down to the level of second and third-tier manufacturers, with other ERP suppliers taking specialist niches.

These findings arise from a report being prepared by Cambashi and its partners in the European wide CATN network for Ovum, the IT analysts. The report, *Ovum evaluates ERP for manufacturers*, will be available in late June, priced around



fact that European manufacturers require a holistic approach to the use of IT in manufacturing, whereas US companies take a more departmental or activity-based approach.

But it points out that several US ERP vendors have invested heavily in R&D, with the result that a couple are now growing faster in revenue terms – albeit from a much lower base – than Germany's SAP, the best-known name in the ERP business.

The consultancy says mainstream ERP vendors need to have spent at least \$100m over the past five years if they are to stand

\$2,220 in the US and \$1,185 in Europe.

A recent Cambashi seminar in Cambridge on IT trends showed how quickly the ERP market is growing. Overall, spending by end-users worldwide has jumped from \$2.8bn in 1991 to \$11.8bn in 1995, with compound annual growth rates of 33 per cent in the US, 25 per cent in Europe, and 65 per cent in Asia.

Spending on ERP by manufacturing end-users – including spending on their non-manufacturing functions – has risen from \$1.4bn in 1991 to \$4bn last year, representing a 24 per cent annual growth rate.

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COMPANIES AND FINANCE: EUROPE

SAS into red as competition grows

By Greg McIvor
in Stockholm

Scandinavian Airlines System swung from a SKr311m pre-tax profit to a SKr269m (\$34m) loss in the first quarter, as the carrier was jolted by intensifying competition in the Nordic travel market and seasonal imbalances.

Analysts had forecast a deterioration in profits to around half the level of last year, but the plunge into deficit took the market by surprise.

SAS's stock, which is listed as three separate

shares in Stockholm, Oslo and Copenhagen, dropped sharply. The Norwegian shares shed Nkr4.50, or 6.2 per cent, to end the day at Nkr68.

The company, which is partly owned by the Swedish, Danish and Norwegian governments, said it had been hit by a big increase in competition on some of its main routes.

A cluster of competitors, including Virgin, of the UK, Maersk, of Denmark and Braathens Safe, the Norwegian carrier, have challenged SAS's dominance of the Scandinavian market by



Jan Stenberg: last three quarters of 1997 expected stronger

launching new services on high-margin routes such as Stockholm-Oslo and Copenhagen-Brussels.

SAS also said the early Easter holiday this year had deprived it of six fewer weekdays in March. This

particularly affected business travel and caused a SKr150m earnings shortfall, it said.

Mr Jan Stenberg, SAS chief executive, stressed that the first quarter was the airline's weakest for seasonal reasons. He repeated an earlier forecast that profits this year would be at the same level as last year's SKr1.8bn.

"In the remaining three quarters of 1997 the increase in volume and revenues is expected to be stronger than in the first quarter. Increased traffic will also have a favourable impact on unit costs during the rest of

the year," Mr Stenberg said. Turnover advanced from SKr6.2bn to SKr6.3bn, but was almost overtaken by an 8 per cent rise in costs, from SKr7.6bn to SKr8.2bn.

The increase related chiefly to SAS's addition of extra departures to combat increased competition. Currency factors accounted for 2 percentage points of the rise.

Traffic, expressed as available seat kilometres, rose 3 per cent. SAS said that the main expansion was in Swedish domestic traffic. Intra-Scandinavian traffic and to prime European business destinations.

Maucher steps aside at Nestlé

Helmut Maucher, 69, who has dominated Nestlé for the last 16 years, indicated yesterday he still intended to play an important role in the world's biggest food company after he hands over day-to-day management next month to Mr Peter Brabeck, 52, the Austrian-born chief executive.

"Cats will be cats and continue to chase mice," said Mr Maucher in response to questions about his continuing role as chairman, a post he will hold until 2000.

However, he then qualified his statement by noting that Mr Brabeck, a marketing man, was not a "soft little mouse". Indeed, he had "nerves of steel" and had even been known to change Mr Maucher's own opinions when he came up with a better idea.

Although the timing of the

transition of power at the top of Nestlé has been known for over a year, stock market analysts remain uncertain about whether the new chief executive will change anything.

Mr Maucher, who selected his own successor and has a reputation as an autocrat, will continue to sit on the

board. He signalled yesterday that he saw no need to dispose of the company's Alcon Laboratories ophthalmology business, or its 49 per cent stake in L'Oréal, the world's biggest cosmetics company.

Mr Maucher started his

successor does not have "any secret plans in his top drawer". He signalled yesterday that he saw no need to dispose of the company's Alcon Laboratories ophthalmology business, or its 49 per cent stake in L'Oréal, the world's biggest cosmetics company.

Mr Maucher started his

When Mr Maucher took control of Nestlé, it was floundering. He has overseen a growth in net profits from Sfr683m to Sfr3.3bn during his 16 years

special five-strong board committee and will continue to spend half of his time on Nestlé business.

He intends to work with Mr Brabeck on the company's strategic direction and retain a say in top management appointments.

Mr Maucher is confident

Nestlé career in 1948 at the same German factory where his father once worked. When he took control of Nestlé it was floundering. He has overseen a growth in net profits from Sfr683m to Sfr3.3bn (\$2.24bn) during his 16 years, while the group's market capitalisation has

risen from less than Sfr70bn to about Sfr70bn. Nevertheless, Nestlé's critics have argued that the company could have done better and has been slow to dump poorly performing businesses. Mr Maucher has been accused of being better at buying companies than selling them. Over the last

16 years, Nestlé has spent Sfr33.1bn on acquisitions and raised Sfr7.4bn from disposals.

In response, Mr Maucher said he could easily have increased net profits by Sfr1bn by bowing to stock market pressures for better short-term performance. But

he stressed he had always been driven by long-term considerations and would never do anything to damage Nestlé's long-term earnings potential.

Mr Brabeck, who takes over as chief executive on June 5, says the transition has been harmonious. "We have thought much more about what we don't want to change, rather than what we want to change," he says. Any changes would be more likely in terms of the group's internal growth, rather than acquisitions.

Traders, however, were more concerned by the weakness of the 2.2 per cent growth in Nestlé's underlying first-quarter sales than by Mr Maucher's remarks about the company's rosy future - the shares fell Sfr40 to Sfr1802.

William Hall

Oil and transport help Veba climb 7%

By Graham Bowley in Frankfurt

Veba, the German energy and telecommunications group, made an unexpectedly strong start to 1997 as advances in its oil and transport divisions helped lift net profit 7 per cent in the first quarter, to DM468m (\$291m).

Pre-tax income increased 6.8 per cent to DM1.1bn, while sales climbed 8 per cent to DM19.6bn. The shares rose DM2.72, or 3.02 per cent, to close at DM92.92.

However, the upbeat picture was clouded by the group's chemicals division, where a rise in raw material prices contributed to sharply lower earnings. Sales in the unit dropped 1.6 per cent.

The group remained optimistic about the rest of the year. "Based on the positive development of the group as a whole in the first quarter of 1997, we are confident of being able to increase full-year earnings, despite the difficult start of our chemicals division," Veba said.

In March, Mr Ulrich Hartmann, chairman, warned that earnings growth would be "less spectacular" in 1997 after a strong rise in after-tax profits to DM2.49bn in 1996.

But Veba said yesterday that continued measures to cut costs and improve efficiency would contribute to earnings growth, along with "our continued portfolio optimisation".

The group earlier this year announced plans to become the latest of only a handful of German companies to list on the New York Stock

Exchange, as part of its push towards internationalisation. It plans its debut in October.

Analysts remained positive after the results. "These are strong figures in an adverse environment," said one analyst in Frankfurt.

Veba said its new telecommunications arm ended the quarter with a loss "as expected", because of start-up costs. Veba is seeking a new partner for a planned telecoms venture after Cable and Wireless, of the UK, withdrew earlier this year.



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ORDINARY AND EXTRAORDINARY STOCKHOLDERS' MEETING OF APRIL 30, 1997

The Company's Ordinary and Extraordinary Stockholders' Meeting met in Turin on April 30, 1997, on the first call, under the chairmanship of Umberto Silvestri.

The Meeting approved the Report of the Board of Directors and the financial statements at December 31, 1996, as certified by the auditing firm of Arthur Andersen S.p.A.. The statement of income shows a net income of 2,118,712,478,245 lire which, after allocation of 105,935,623,912 lire to the statutory reserve, was earmarked for dividend distribution as follows:

- 125 lire, equivalent to 12.5% of the 1,000 lire par value, on each of the ordinary shares; and
- 145 lire, equivalent to 14.5% of the 1,000 lire par value, on each of the savings shares.

The balance of 955,968,839,448 lire was allocated to the reserve for accelerated depreciation.

The task of auditing and certifying the financial statements of TELECOM ITALIA S.p.A. for the 1997, 1998 and 1999 fiscal years was assigned to Arthur Andersen S.p.A..

The Stockholders' Meeting also approved the plan of merger by absorption of TELECOM ITALIA S.p.A. into STET - Società Finanziaria Telefonica per Azioni on the basis of the respective balance sheets at December 31, 1996.

The merger will be effective as of January 1, 1997 for accounting and tax purposes. However, pursuant to Article 2504 bis, Section Two, of the Civil Code, it will become effective under the Civil Code as of the date of the last filing required under Article 2504 of the Civil Code.

The exchange ratios are as follows:

- 1.8 TELECOM ITALIA ordinary shares (par value 1,000 lire each) for every 1 STET ordinary share (par value 1,000 lire);
 - 1.72 TELECOM ITALIA savings shares (par value 1,000 lire each) for every 1 STET savings share (par value 1,000 lire).
- Pursuant to Articles 2504 bis, last Section, and 2501 bis, Section 5, of the Civil Code, newly issued shares will rank for dividends as of January 1, 1997.

The Stockholders' Meeting appointed the Directors and Statutory Auditors for the three years from 1997 to 1999 and, in any event, until the effective date of the merger under the Civil Code. The Chairman of the Board of Statutory Auditors is Prof. Ugo La Cava.

The Board of Directors met on the same date, and elected: Prof. Avv. Guido Rossi as Chairman and Dott. Tommaso Tommasi di Vignano as Chief Executive Officer.

PAYMENT OF THE DIVIDEND FOR THE 1996 FISCAL YEAR

In accordance with the resolutions of the Stockholders' Meeting, the dividend for the 1996 fiscal year, in the amounts specified above and before tax withholdings, will be payable as of May 19, 1997, at the corporate offices at 23 Via Belfiore, Turin, and 189 Via Flaminia, Rome, at any of the usual authorized banks or at Monte Titoli S.p.A. for the securities that it manages. For both ordinary and savings shares, payment will take place against presentation of coupon No. 2.

For additional information, please call +39-6-36001273/36001274/36001275.

This notice is also available at the following Internet address: <http://www.telecomitalia.it>



Arbed payout cut 40% after loss

By Neil Buckley
in Luxembourg

Arbed, Europe's fourth-largest steel maker by output, has been forced to cut its annual dividend more than 40 per cent after the worldwide downturn in the steel market pushed it into a loss last year.

The Luxembourg-based group will propose a payout of only Lfr40 a share to next month's annual meeting, down from Lfr70. But by Mr Maucher's remarks about the company's rosy future - the shares fell Sfr40 to Sfr1802.

Mr Joseph Kirsch, chairman, said yesterday the group was "open to collaboration" with other steel-makers to strengthen its position in a market hit by globalisation and rapid expansion by low-cost producers in countries such as China.

He said Arbed already had several projects with other groups, and had been "reflecting" on the need for further tie-ups before this year's news that Germany's Krupp and Thyssen are to create a steel joint venture which will knock Arbed from fourth to fifth among European producers.

"We are very open to other collaborations," Mr Kirsch added.

There has been speculation in Belgium over creation of a single Benelux steel group, with producers in Wallonia, Belgium's French-speaking region, hit hard by the worldwide downturn. Cockerill Sambre, Belgium's biggest steelmaker, announced heavy losses for 1996, while its fellow Walloon group Forges de Clabecq went bankrupt and a third, Usines Gustave Boël, recently formed an alliance with Hoogovens of the Netherlands.

Arbed's turnover fell 10 per cent from Lfr257.1bn to Lfr232.1bn, although this partly reflected the loss of the contribution of French group Arco, in which Arbed sold its stake in late 1995. If Arco is stripped out, however, turnover fell 4.8 per cent.

Gross operating profit fell from Lfr30.7bn to Lfr19.5bn, with the biggest fall in the flat products sector - Arbed's largest business. However, the long products and stainless steel businesses also suffered from sharp price falls and contraction in worldwide demand.

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EUROPEAN NEWS DIGEST

Strong gains at Swedish insurers

Strong gains in unit-linked insurance and asset management helped Skandia and Trygg-Hansa, Sweden's two big insurers, to post sharply improved first-quarter profits. Skandia's operating profits rose from SKr524 to SKr1.5bn (\$189m), while Trygg rose from SKr741m to SKr1.2bn at the pre-tax level.

Both benefited from a rapid expansion of their mutual fund operations, both in Scandinavia and outside the region. Trygg said its unit-linked operations grew more than 80 per cent compared with the same period last year, while Skandia reported 16 per cent growth. Trygg has trailed its larger rival in moving into the lucrative unit-linked market, but it said an effort launched last year to focus more closely on savings activities was starting to pay off.

Mr Lars-Eric Petersson, Skandia chief executive, said competition continued to be fierce in non-life insurance and reinsurance, but life and unit-linked assurance had moved strongly ahead. "Profitability continues to be very satisfactory throughout this segment," he said. Skandia's shares firmed SKr1 to SKr240 but Trygg stock edged down SKr2 to SKr214.

The engine of growth at Skandia's unit-linked operations was the US, where written premiums rose 54 per cent. Skandia said its share of the US variable annuities market had risen from 3 per cent to 3.8 per cent, and it was growing faster than its largest competitors. Skandia's premiums from life and unit-linked insurance rose from SKr7.7bn to SKr11.6bn. Assets under management increased 15 per cent to SKr169bn, of which unit-linked funds contributed SKr139bn. Operating profits in non-life and reinsurance rose from SKr794m to SKr1.1bn, despite flat premium income of SKr6.9bn.

The sluggishness of the non-life market was amplified at Trygg, where premiums declined from SKr1.7bn to SKr1.7bn. The company attributed the deterioration to lower volumes and rate reductions in industrial and commercial insurance. Operating profits in life assurance and savings activities moved from a SKr5m loss to a SKr95m surplus. Volumes soared from SKr4.2bn to SKr4.3bn, although a large part of the rise was acquisition-related. Total premium income at Trygg was flat at SKr3.5bn, while Skandia's premiums rose from SKr14.7bn to SKr18.6bn.

Greg McIvor, Stockholm

Deutz presses on with sell-off

Deutz, the German tractor and machinery maker which almost collapsed last year, is pressing ahead with the sale of some of its divisions despite having increased sales 17 per cent in the first four months of this year. Presenting its 1996 results, the group said it would sell its environmental technology division and another industrial unit by the end of next month.

It said negotiations were under way with potential buyers. In addition, it was preparing to sell its cement technology and raw materials processing activities. The group is undergoing a radical restructuring after a crisis last year caused by big losses on cement plants in Saudi Arabia. The crisis prompted a DM1bn (\$677m) rescue by its creditor banks, led by Deutsche Bank, the biggest shareholder. As part of their contribution to the rescue package, the company's employees have taken salary cuts of between 2.75 per cent and 10 per cent. In the first four months of 1997, the group lifted sales to DM955m. Incoming orders in the first four months were DM901m, compared with DM999m a year earlier. Operating profits were expected to continue to improve this year.

The company reported a net profit of DM74m in 1996 after a net loss of DM1.1bn in 1995. Sales fell from DM3.29bn to DM2.92bn. The profit came mainly from extraordinary items, at DM87m, which mainly comprised the bank's contributions to the bail-out. Deutz said it was pressing on with reorganisation at KHD Humboldt Wedag, despite continuing efforts to sell the industrial plant division which was the main source of the company's troubles last year. The group said the restructuring had cost DM1.01bn.

Graham Bowley, Frankfurt

SGL Carbon declines 11%

SGL Carbon, the German carbon and graphite products group spun off from chemicals group Hoechst last year, has reported a 11 per cent year-on-year fall in first-quarter net profit, to DM43m (\$34.8m). This was despite a rise in sales to DM452m.

The company said it expected a significant improvement in earnings in the second quarter compared with both the first quarter and the same period last year. For the full year, the earnings rise is expected in double-digits. SGL Carbon blamed the first-quarter decline on weakness in the European steel industry and special one-off factors.

AP-DJ, Frankfurt

Morocco sells refineries

The Moroccan government yesterday sold majority stakes in two oil refineries to a Saudi group for Dh3.9bn (\$1.04bn), in the country's largest privatisation deal to date. The Swedish-based Saudi Corrol Petroleum Holding bought 67.7 per cent of Samir for Dh251 a share, and 73.9 per cent of Société Cherifienne des Petroles for Dh366 a share.

The prices are lower than those at which the two companies recently traded on the Casablanca stock exchange - Dh317 for Samir and as much as Dh600 for SCP. Analysts in Casablanca said yesterday that the double privatisation would boost confidence in a programme which had fallen behind targets. "These privatisations are important, not only because they will put an end to the talk about a faltering privatisation programme but also because they bring in foreign investment," said Mr Mr Anas Alami, analyst at local broker Upline Securities.

Roula Khalaf

INVESTISSEMENTS
ATLANTIQUES SICAVRegistered Office: 14, rue Aldringen, L-1118 Luxembourg
R.C. Luxembourg B 8722NOTICE OF THE ANNUAL GENERAL MEETING
OF SHAREHOLDERS

The Annual General Meeting of Shareholders of INVESTISSEMENTS ATLANTIQUES SICAV will be held at Banque Générale du Luxembourg S.A., 50, Avenue J.F. Kennedy L-2951 Luxembourg on 16 May 1997 at 2.00 p.m. for the purpose of considering and voting upon the following matters:

Agenda

1. Presentation of the management report of the Directors and the report of the Auditor.
2. To approve the statement of net assets and the statement of changes in net assets for the year ended 31 December 1996.
3. To discharge the Directors with respect of their performance of duties during the year ended 31 December 1996.
4. To elect the Directors and the Auditor to serve until the next Annual General Meeting of shareholders.
5. Any other business.

The shareholders are advised that no quorum for the statutory general meeting is required and that decisions will be taken by the majority of the shares present or represented at the meeting.

In order to take part at the statutory meeting of 16 May 1997, the owners of bearer shares will have to deposit their shares five clear days before the meeting at the offices of Banque Générale du Luxembourg S.A., Luxembourg.

The Board of Directors

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COMPANIES AND FINANCE: EUROPE

Supermarket group forecasts 30-35% rise in 1997 net profit and hints at big share issue

Ahold eyes further acquisition in US

By Gordon Cramb in Amsterdam

Ahold, the Netherlands' biggest supermarket group, is eyeing a further big acquisition in the US, less than a year after completing its \$1.8bn purchase of Stop & Shop, a New England chain with more than 175 outlets.

Mr Cees van der Hoeven, president, said before the company's annual meeting yesterday: "We are being vigilant in the US with a view to further takeovers." The sector was due for consolidation, while the group had created a

"clear position which allows us to add further value as a result of acquisitions", he said.

According to Mr Rob Zwartendijk, head of Ahold's US operations, it is targeting companies with annual sales of at least \$1bn and located no further west than Chicago. "There are a lot of interesting companies adjacent to areas in which we operate, with which we are having some friendly discussions."

Such a purchase would be funded at least in part through a share issue, but would not halt

growth in earnings per share, Mr Van der Hoeven said.

Although Ahold expanded its equity 34 per cent last year, it still managed to boost earnings per share nearly 17 per cent.

For the current year it is forecasting an earnings increase of between 12-20 per cent.

The group said total net profits would be ahead somewhat more strongly, up 30-35 per cent from the \$1.62bn (\$322.6m) achieved in 1996 - the gap indicating that provision has been made for a further substantial share issue.

Ahold shares closed \$1.60 higher in Amsterdam yesterday at \$141.50, with market sentiment also influenced by the release of sales figures for the first 16 weeks.

Turnover was up 43.2 per cent from the same period a year earlier to reach \$14.1bn, with nearly two-thirds of the gain attributable to Stop & Shop.

The Dutch group regards the US, where it had sales in the period of \$4.2bn, as its second home market. "The contributions of this enormous acquisition to our corporate as a whole have been better

than we predicted a year ago," Mr Van der Hoeven told shareholders. Ahold has also been expanding into central Europe, South America and Asia, where it is opening stores in China at the rate of nearly one a week.

Reflecting this more international profile, Sir Michael Perry, who retired last year as the British co-chairman of the Anglo-Dutch Unilever, will today join its supervisory board.

He replaces Mr Albert Heijn, the 70-year-old grandson of the group's founder.

Hochtief hits out at German cartel office

By Andrew Fisher in Frankfurt

Hochtief, the German building company which plans to take effective control of rival Philipp Holzmann by pooling its shareholding with that of Deutsche Bank, yesterday criticised the federal cartel office for trying to thwart its efforts.

Mr Hans-Peter Keitel, chairman, said the European Commission in Brussels should deal with the transaction - aimed at giving Hochtief and Deutsche Bank 50 per cent of Holzmann - rather than the cartel office.

However, the cartel office repeated its charge that Hochtief was trying to bypass German competition rules by framing its deal so that it has to be referred to Brussels. It has asked the economics ministry to approve an application to the Commission that the issue be decided in Berlin.

Mr Keitel said the deal

would enable both companies to achieve synergies and create new jobs. The structural upheaval in German building, where medium-sized companies are playing an increasing role, meant big companies had to concentrate more on large-scale project business.

Hochtief cut its domestic workforce last year by 10.5 per cent to about 19,500, with at least 1,000 more jobs likely to go this year. Mr Keitel said the crisis in the industry would continue into 1998.

Despite industry woes, Hochtief managed to raise group net profits last year by 7 per cent to DM1.48bn (\$85.9m). The dividend, however, is being cut from DM1.35 to DM1.20 a share. In the first quarter of 1997, its order inflow was 38 per cent higher at DM3.2bn, helped by a big contract in Berlin.

Mr Keitel said Hochtief's earlier plan of lifting its holding in Holzmann to 34 per cent through buying a 10



Hans-Peter Keitel: deal would create jobs and synergies

per cent stake held by Commerzbank would be dropped once Brussels approved the pooling arrangement.

This provides for Deutsche Bank to pool its 25.1 per cent stake with Hochtief's 24.9 per cent, with the aim of the construction companies being able to co-operate in foreign business and investigate closer domestic links.

Previously, Hochtief tried to acquire Holzmann, but the cartel office said this would create a dominant force in German construction. The new deal ensures Commission involvement because Deutsche Bank has most of its turnover outside Germany. The cartel office has called the deal "new wine in old bottles".

Argentaria plans job cuts at Exterior

By David White in Madrid

Argentaria, the Spanish banking group, yesterday announced plans to cut almost one-third of the staff at its principal operating subsidiary, Banco Exterior de España.

It said Banco Exterior needed to "face up to its problems as soon as possible". Argentaria also proposed bringing Exterior's relatively high salaries into line with the rest of the country's banking sector.

The measures, described as "non-dramatic", are designed to enable Argentaria to fuse its constituent parts into a single bank - the plan put forward by its chairman, Mr Francisco González, when he took over a year ago.

The difference in pay levels between Banco Exterior and the other former state-controlled banks that were brought together to create Argentaria in 1991 has been the main obstacle to forming an integrated group.

Argentaria is expected to become fully privatised early next year, with a global offering of the state's remaining 25 per cent stake.

Unions said yesterday they would study the plan, which involves compulsory retirement at 53 and redundancy incentives. These aim to cut 2,100 of Banco Exterior's 6,900 jobs in Spain over the next three years. The Argentaria group employs 16,500 in total.

Mr Federico Oñán, Banco Exterior managing director,

said the plan was "the only way to safeguard its future", since it was unable to cover its personnel costs through its ordinary business. Staff costs last year exceeded the bank's net interest income by 12 per cent.

Banco Exterior acted as national export bank before Spain entered the European Union. It has since built up a retail banking business focusing on high-income clients.

However, it has been unable to find a clear role. Exterior's shares were delisted last month after Argentaria bid for the shares. It did not already own it. It had already bought up most of the minority shareholding in 1995.

The new plan involves converting 100 of Exterior's 500 branches into offices specialising in corporate business, and closing or transferring a number of others.

The bank said its average of 13.7 employees a branch compared with 8.6 for the rest of the banking sector, with annual wage costs 19 per cent above the norm and almost 30 per cent more than at Argentaria's more down-market retail banking arm, Caja Postal.

Banco Exterior's consolidated net earnings, after minorities, recovered by 22 per cent to Ptas7.26bn (\$43.7m) last year, thanks to profits from market operations and sharply reduced extraordinary losses. The previous year, profits had tumbled by 71 per cent.

EUROPEAN NEWS DIGEST

UPM Kymmene to cut Rauma stake

UPM-Kymmene of Finland, Europe's biggest pulp and paper group, is to reduce its holding in Rauma, the Finnish engineering group, from 60 per cent to 35 per cent via a secondary offering and share redemption. UPM-Kymmene this week lowered its stake in Rauma, which has a market value of about Fm5.8bn (\$1.1bn), from 73 per cent through a special dividend to shareholders. It said it wanted to reduce the holding further to focus on its core forestry business. However, it would retain a significant, minority stake in the engineering group.

The offering, for which SBC Warburg is global co-ordinator, is for 10.5m shares plus an over-allotment allocation of 1.58m shares. There will also be a small Finnish retail offering and UPM-Kymmene will redeem 1m shares. UPM-Kymmene said the offering would be priced late this month. Rauma yesterday reported a drop in first-quarter profits from Fm206m to Fm158m, with sales slipping from Fm2.4bn to Fm2.3bn. The company said its markets were largely unchanged from the fourth quarter last year. Rauma shares firmed Fm0.70 to Fm108.10.

Greg McFarr, Stockholm

Fila ahead in first quarter

Fila, the Italian sportswear group quoted on Wall Street and the crown jewel of the HPI holding, yesterday reported a 14 per cent advance in first-quarter net income from \$28.5m last year to \$32.6m. Its combined success provided some consolation to HPI after the withdrawal at the weekend of the Marzotto textiles and clothing group from a planned merger.

Mr Enrico Fraccheri, Fila managing director, said first-quarter results were in line with the company's expectations, with some softness in the US market more than offset by what he called "remarkable increases" in international business. This confirmed the trend in the sportswear sector, with markets outside the US sustaining overall growth. In Europe, Fila's business in the first quarter grew 73 per cent. In east Asia and Japan, sales expressed in local currencies rose 42 per cent and 66 per cent, respectively, in the quarter.

Group sales in the first quarter rose 29 per cent to \$432.2m compared with \$334.8m in the same period last year. In lira terms, first-quarter net income rose 19 per cent to L3.4bn on a 35 per cent rise in sales to L719.7bn.

Paul Betts, Milan

Italcementi back in black

Italcementi, Europe's largest cement producer since it acquired Ciments Français in 1993, returned to profit last year with consolidated group net earnings of L57bn (\$51m), compared with a loss of L8bn the previous year. This was despite a fall in group sales from L5,142bn to L4,469bn. Italcementi SpA, the parent company, reported a net profit of L41bn in 1996 against a loss of L3.3bn the year before. The company also raised its gross dividend on its ordinary shares L20 to L100.

With weak demand in some countries - the Italian market now accounts for only one-quarter of group sales - the group's improved performance reflects extensive restructuring and cost cutting. The group said its operating performance had improved "significantly" in the first quarter of this year.

Paul Betts

Sandvik shrugs off 29% fall

Sandvik, the Swedish engineering company, remains upbeat on full-year results despite a 29 per cent fall in first-quarter pre-tax profit, to SKr941m (\$119m). It said yesterday it was still confident of holding this year's profits in line with those of 1996.

For the quarter, orders grew 6 per cent to SKr7.53bn from SKr7.39bn, with the strongest growth in the steel division. At the same time, price weakness in steel led to a 1 per cent fall in group sales to SKr7.33bn, which translates to a fall of 4 per cent at fixed exchange rates.

AP-DJ, Stockholm

Royal FTT Nederland NV with its registered office in Groningen, The Netherlands

1996 Final dividend

As recommended by the Amsterdam stock exchange, the AEX Stock Exchange, KPN has changed the procedure for shareholders to state their preferences for the optional dividend.

Unlike previous years, the period in which shareholders can state their preference will be after the annual general meeting of shareholders. There will be no trading in stock dividend rights on either the AEX, London or Frankfurt Stock Exchange.

The 1996 final dividend was set at NLG 2.85 per ordinary share of NLG 10 par value in the annual general meeting of shareholders held on May 6, 1997. After deduction of the interim dividend of NLG 1 per ordinary share already paid out in 1996, the final dividend will be NLG 1.85 per ordinary share. KPN offers shareholders a choice of payment entirely in cash or entirely in the form of ordinary shares charged against the additional paid-in capital or, if the shareholder so elects, against the other reserves.

The value of the dividend paid in shares will be 2% to 5% less than the value of the cash dividend. The number of dividend rights entitling shareholders to one new ordinary share will be established at a round figure based on the closing price of KPN shares on the AEX Stock Exchange on May 15, 1997. The number of dividend rights entitling shareholders to one new ordinary share will be announced by means of a press release on May 15, 1997 after the close of trading. As a result of trends in share prices for the period in which shareholders can state their preference, the final establishment of the value of the dividend in shares may deviate from the number indicated.

Payment of the final dividend in shares charged against the additional paid-in capital will be exempt from dividend tax in the Netherlands. In principle, payment in shares charged against the other reserves will be subject to 25% dividend tax over the par value of the payment.

The schedule for the 1996 final dividend is:

- May 7, 1997 Ex-dividend listing of KPN shares and starting date for stating preference of final dividend payment options
- May 15, 1997 Closing date for stating preference of final dividend payment options
- May 15, 1997 (After the close of trading): Announcement of conversion rate
- May 20, 1997 Payment of dividend and start of delivery of shares in connection with stock dividend conversion

The Board of Management
Groningen, May 7, 1997
Stationsplein 7

This announcement appears as a matter of record only.

March 1997

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SALOMON BROTHERS: A FORCE IN GLOBAL MEDIA MERGERS

April 1997



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and



Mercury Communications plc

Salomon Brothers International Limited acted as financial advisor to Bell Cablemedia plc and assisted in the negotiations.

April 1997



Comcast Corporation

has acquired a 58.4% interest in



E! Entertainment Television, Inc.

from



Time Warner Inc.

and has sold 49.9% of a newly formed company holding its 68.8% interest in E! Entertainment Television, Inc. to a wholly owned subsidiary of



The Walt Disney Company

Salomon Brothers Inc acted as financial advisor to Comcast Corporation and assisted in the negotiations.

December 1996



**Westinghouse Electric
Corporation**

has acquired



**Infinity Broadcasting
Corporation**

Salomon Brothers Inc acted as financial advisor to Westinghouse Electric Corporation.

March 1996



Hughes Communications, Inc.

a unit of



**Hughes Electronics
Corporation**

has agreed with



MVS Multivision,



The Cisneros Group of Companies

and



Televisão Abril

to form



Galaxy Latin America

Salomon Brothers Inc acted as financial advisor to Hughes Communications, Inc. and Hughes Electronics Corporation and assisted in the negotiations.

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COMPANIES AND FINANCE: FALL-OUT FROM BRE-X

Jungle hideaway for salting operation

Geologists at Strathcona Minerals Services initially found it hard to believe that anyone could successfully tamper with the thousands of ore samples taken from the Busang property.

But it did not take long after the Toronto-based consultancy began its independent audit of Bre-X's drill results in March or them to realise they had uncovered a simple although highly organised salting operation in the depths of the Borneo jungle.

According to Strathcona's initial report, published yesterday, "Those involved... had a very good understanding of the geology of the Busang property and have the knowledge required to determine the very small amounts of gold required for sample assays... compatible with the geologic interpretation."

Mr David Walsh, Bre-X chairman, hired Strathcona after New Orleans-based Freeport McMoRan Copper & Gold disputed Bre-X's claim that the property contained the biggest gold discovery this century.

According to the report, the salting process was relatively simple, as was its discovery.

Samples from Busang contained unusual quantities of coarse gold which required little grinding to be "liberated" from the ore. Repeated assays on the same sample produced poor results.

Furthermore, the gold found in the samples was not consistent with Busang's geology.

Mr Jim Bob Moffett, Freeport chairman, said this week that "the gold grains didn't look like volcanic gold. It's very difficult to put

non-volcanic gold in a volcano." The unusual coarseness of the grains was "more than a red flag".

A total of 25,000-30,000 samples were taken from Busang's supposedly rich south-east zone from the time Bre-X first became involved in the property in October 1993.

"What has been difficult," Strathcona added, "has been the acceptance of the evidence that the tampering has occurred for so long, on such a scale, and with such accuracy as to give the assay values and the subsequent interpretation of those values, the appearance of being plausible."

Among the practices at Busang that aroused suspicion was the separation of cores into "mineralised" and "in-fill" samples. Contrary to normal mining practice, the samples were treated at different facilities.

In about 4,000 cases, the same sample number was assigned to two different samples. One number was assigned to the "in-fill" samples and the other to the "mineralised" material.

The "in-fill" material remained at Busang and, in Strathcona's words, "invariably resulted in low gold values".

The "mineralised" samples were removed from the site in heavy plastic bags, which in turn were placed in large glass fibre bags. These were taken by barge from Busang along the Mahakan River to Samarinda, a one-and-a-half-day journey.

They were stored in or near Samarinda for several weeks before being taken to an assay laboratory in Balikpapan, a port city south of Samarinda.

Two Bre-X workers at Bus-

ang told Strathcona that all the sample bags were "checked" at Samarinda to ensure they had not broken or deteriorated in the sunlight.

"If this step has occurred," the report said, "we would regard it with great suspicion, as plastic bags contained within a glass fibre bag would not be expected to show any deterioration after only a few months."

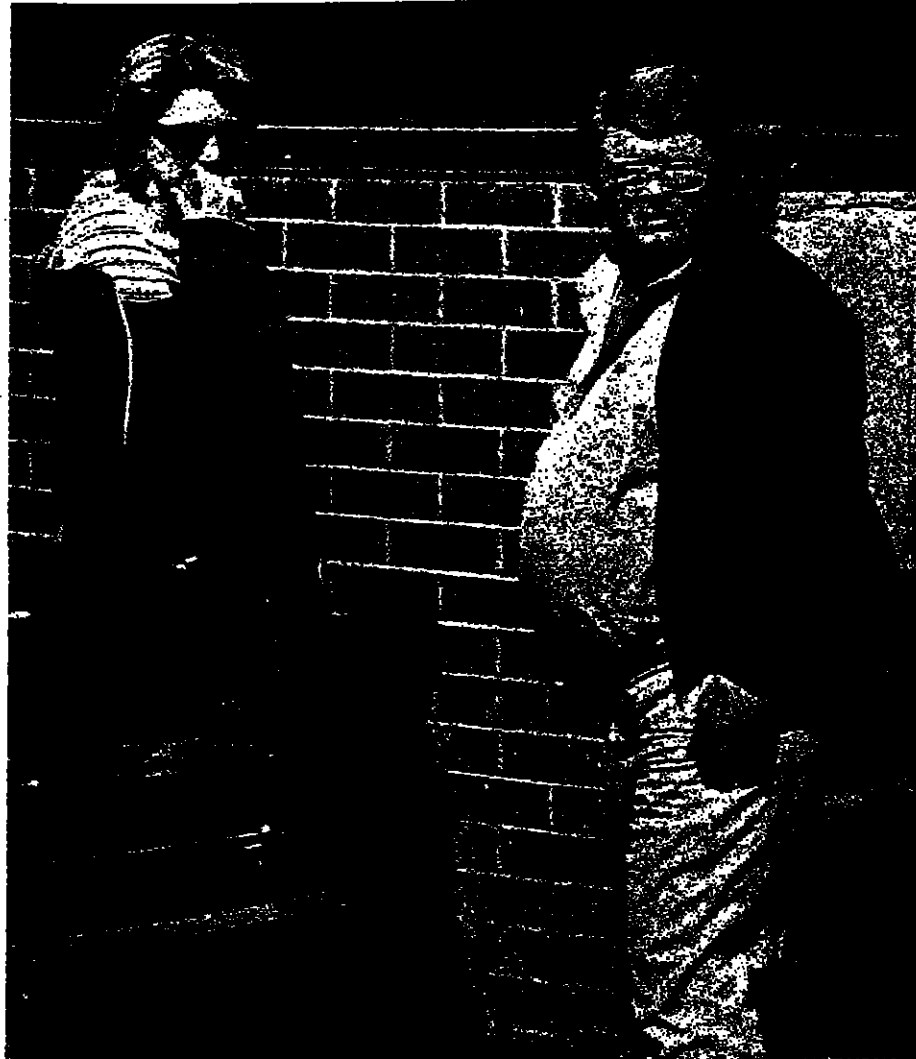
"We can only suggest that somewhere en route, probably at Samarinda, there has been a 'laboratory' or facilities established that have allowed very precise additions of the foreign gold... identified in the Bre-X samples delivered for assaying."

Other reports have suggested that Bre-X operated a secret "mixing" facility at Los Duri, 22 miles upstream from Samarinda.

The Strathcona report contains a thinly veiled criticism of several metallurgists and others involved in the analysis of Busang ore. It points, for instance, to an October 1996 study by Colorado-based Hazen Research, that was included in a feasibility study prepared by Kilborn, a Canadian consultancy hired by Bre-X.

"If there has not been a typographical mistake," Strathcona says, "Hazen reported recovering 91 per cent of the gold in a gravity concentrate that was less than 1 per cent of the material delivered to the gravity circuit [processing facility]."

Strathcona did not attempt to identify culprits. Among the central figures in the Busang operations however, were a group of Filipino geologists employed by Bre-X.



David Walsh: Bre-X Minerals chairman hired Strathcona to examine ore samples

The role of Mr John Felderhof, Bre-X vice-chairman and chief geologist, is also likely to be closely scrutinised. Mr Felderhof, who has spent many years in Indonesia, was not in Calgary for a Bre-X directors' meeting on Sunday. He participated

from his home in the Cayman Islands. Mr Felderhof's chief lieutenant, Mr Michael de Guzman, fell from a helicopter over the Borneo jungle in mid-March, shortly after learning of Freeport's concerns.

According to Mr Moffett, Mr de Guzman "knew we were having problems confirming their assays. He was coming back to explain what he thought might be the problem."

Bernard Simon

Search for a scapegoat turns to brokers

By Clay Harris

"The gold is there! Therefore, we continue to recommend the purchase of Bre-X shares. Our target is C\$20 a share."

Mr Egizio Blanchini, senior mining analyst with Toronto stockbroker Nesbitt Burns and a tireless cheerleader for Bre-X Minerals shares, thus nailed his colours to the mast on March 25, after the company's US partner, Freeport McMoRan Copper & Gold, said it had found "insignificant" gold at Busang.

But the gold was not there, and nor yesterday was

Mr Blanchini taking calls, as Bre-X shares reopened in Toronto at 6 cents. That compared with the C\$15.70 at which he had tried to stem the tide of speculation only six weeks previously.

With the desire growing to allocate blame in the wake of Bre-X's dramatic collapse, attention will increasingly focus on brokers such as Nesbitt Burns which consistently recommended the company's shares to clients and in public statements.

Over many months, Bre-X was regularly the most heavily traded share on the Toronto Stock Exchange.

One US investment man-

ager who had publicly expressed doubts about Bre-X for many months yesterday estimated that stockbrokers in the US and Canada had made up to \$100m in commissions from trades in the shares over the past year.

He said: "These people wanted to keep the ball rolling as long as possible. It was a commission mill." He was especially scathing about the role of Nesbitt Burns.

Bank of Montreal, which owns Nesbitt Burns, said yesterday that many innocent people had been taken in by the fraudulent testing

of the Busang samples. Mr Blanchini had based his recommendations on published information. He was so much in demand that he was not taking interviews, the bank said.

Attention has also focused on Bre-X's advisers. J.P. Morgan, the US bank, was engaged last September to find a strategic partner among the world's leading mining companies, in effect to act as matchmaker for Bre-X. The completion of any deal depended on the partner's own due diligence.

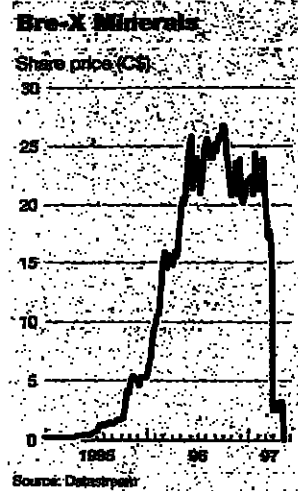
The bank could argue that the fact that Freeport's tests uncovered no evidence

of gold and thus aborted the deal proved that the process worked exactly as intended. Like Republic National Bank, which also advised Bre-X in its search for a partner, J.P. Morgan had no comment yesterday.

J.P. Morgan is expected to resign, however, now that its role is finished.

And just as Bre-X needed public relations help more than ever before, it lost its advisers on that front.

Hill & Knowlton resigned as soon as the damning report was published late on Sunday, abruptly recalling an executive from Calgary to New York.



Mining Man of the Year 'shocked and dismayed'

By Scott Morrison
in Vancouver

As investigators work to determine who was responsible for the largest mining hoax in history, they will take a close look at Mr John Felderhof, the Bre-X Minerals vice-president and an award-winning geologist who "co-discovered" the Busang site. He speculated it could contain as much as 200m ounces of gold.

The geologist, who oversaw operations at the Indonesian site, issued a press release this week stating he

was "shocked and dismayed" to learn that his estimates had been disputed by an independent audit.

Mr Felderhof, 56, issued his statement from the Cayman Islands, where he owns a \$3m home. He said he was confident there was a significant amount of gold at Busang and that he would fully co-operate with authorities investigating the matter.

Born in the Netherlands, Mr Felderhof moved to Canada when he was 12 years old. In 1962 he graduated from Dalhousie University in Halifax, Nova Scotia, with a

degree in structural and economic geology.

He gained prominence in Canadian mining circles in 1988 after co-discovering one of the world's largest gold deposits in Papua New Guinea.

Mr Felderhof took several jobs before he was hired by Pelsart Resources, an Australian group exploring for Indonesian gold. At Pelsart, Mr Felderhof joined Mr Michael de Guzman, the Filipino geologist who was later one of the Bre-X team that "discovered" the Busang deposit.

Indonesian gold fever swept through Australian markets during the 1980s. Mr Felderhof sent upbeat reports from the jungles of Kalimantan and investors continued to throw money into the company, although Pelsart never struck the mother lode.

The venture came to an end in the October 1987 stock crash, as speculators quickly pulled their money out of exploration shares.

The crash devastated Mr Felderhof, who had not exercised his stock options while he had the chance.

After a brief stint as a consultant and another failed Indonesian exploration venture, he was broke and living in a borrowed house when Mr David Walsh, Bre-X president, arrived in Jakarta in 1993 in a desperate bid to drum up business.

The two had met 10 years before through a mutual friend. Mr Felderhof told Mr Walsh about Busang, which was controlled by a local family that did not have the resources to develop the site. Mr Felderhof was optimistic about preliminary drilling results and encouraged Mr

Walsh to take control of the property.

Investors rode the Bre-X wave as gold estimates rose to 71m ounces. Mr Felderhof, who in February speculated said the site could contain 200m ounces, once again became a darling of the mining industry and was named Mining Man of the Year by a Canadian publication. This time, he did not fail to cash in on his success. He is estimated to have netted at least C\$42m (US\$30.9m) by exercising Bre-X stock options before the share price came tumbling down.

NOTICE OF EARLY REDEMPTION

To the holders of

Finance for Danish Industry A/S

(Finansieringsinstituttet for Industri og Handvaerk A/S)

(the "Issuer")

Italian Lire 130,000,000,000

9.625 per cent. Notes due 2004

(the "Notes")

NOTICE IS HEREBY GIVEN that all of the outstanding Notes will be redeemed by the Issuer on June 2, 1997 (the "Optional Redemption Date"), pursuant to Condition 12 of the Terms and Conditions of the Notes. The Notes will be redeemed at their Principal Amount Outstanding together with accrued interest to the Optional Redemption Date.

Payment of principal and interest will be made against surrender of Notes or Coupons at the specified office of any of the Paying Agents listed below.

Agent and Principal Paying Agent

Morgan Guaranty Trust Company of New York

60 Victoria Embankment

London EC4Y 0JP

Paying Agents

Banque Paribas Luxembourg

10A Boulevard Royal

Luxembourg

Morgan Guaranty Trust

Company of New York

Avenue des Arts 35

B-1040 Brussels

Finance for Danish Industry A/S

By: Morgan Guaranty Trust Company of New York

as Agent and Principal Paying Agent

Dated: May 7, 1997

Total return amounted to 50 percent
for the 12-month period ending March 31

INTERIM REPORT JANUARY-MARCH 1997

Investor AB is the largest Swedish industrial holding company. It generates value through long-term active ownership, active investment operations and trading. Over the past 25 years the average total annual return to the shareholders has exceeded 20 percent.

Investor AB owns Saab, 50 percent of Saab Automobile and a portfolio of major holdings in a number of Sweden's largest, most internationally active industrial companies. These include Astra, Investor (led through it ABT), Scania, Ericsson, STORA, Atlas Copco, SKF and Electrolux. It also has major holdings in S-E-Banken, SAS, Wadita, Oml Gruppen and TWA. Investor AB is listed in Stockholm and London. Its largest shareholders are the Wallenberg family foundations and a number of mutual and pension funds.

Investor AB is based in Stockholm, with offices in Hong Kong, London and New York. The interim report can also be accessed on the internet.

www.investor.se

INVESTOR AB

INVESTOR AB S-103 32 STOCKHOLM TELEPHONE +46-8-614 20 00 FAX +46-8-614 21 50

Hoechst

PAYMENT OF DIVIDEND

NOTICE IS GIVEN to shareholders that following a resolution passed at the Annual General Meeting of shareholders held on May 6, 1997 a dividend for the year ended 31 December 1996 of DM1.40 per share of DM 5 par value will be paid as from May 7, 1997 against delivery of Coupon No. 61 from shares of DM 5 or Coupon No.11 from London Deposit Certificates of DM 5.

Dividend of 20% will be subject to German Capital Yield Tax of 25% and 7.5% solidarity payment charged on the capital yield tax. Coupons may be presented as from May 7, 1997 to

SBC Warburg

1 High Timber Street

London EC4V 3SB

from whom appropriate claim forms can be obtained.

The dividend will be paid at the rate of exchange ruling on the day of payment.

Payment in respect of London Deposit Certificates will be made at the rate of exchange ruling on the day of receipt of dividend on the underlying shares deposited in Germany.

United Kingdom Tax will be deducted at the rate of 5% unless claims are accompanied by an affidavit.

German Capital Yield Tax deducted in excess of 15% is recoverable by United Kingdom residents, and the Company's United Kingdom Paying Agent will, upon request, provide holders with the appropriate forms for such recovery.

HOECHST AKTIENGESellschaft

Frankfurt am Main, May 1997

SGA SOCIETE GENERALE ACCEPTANCE N.V.

TRF 1 000 000 000 REVERSE FLOATING RATE NOTES

PLUS FLEXIBLE RATE NOTES

ISIN CODE : XS904769593

For the period May 02, 1997 to August 04, 1997

the new rate has been fixed at 5.75% p.a.

Next payment date : August 04, 1997

Coupon ar : 11

TRF 2 250.18 for the denomination of TRF 100 000

TRF 22.51.84 for the denomination of TRF 1 000 000

THE PRINCIPAL PAYING AGENT

SOCIETE GENERALE & TRUST S.A.

LUXEMBOURG

مكتبة النجف

COMPANIES AND FINANCE: THE AMERICAS

Jakarta eyes stake in Newmont mine

By Mariela Saragosa in Jakarta and Laurie Morse in Chicago

The Indonesian government has said that it wants to take a stake of "at least" 10 per cent in a copper and gold mine being developed by a unit of Newmont Mining of the US, on the eastern Indonesian island of Sumbawa.

A company owned by Indonesian President Suharto's eldest daughter has also made a bid to take part in the project.

Mr Ida Bagus Sudjana, the mines and energy minister, said Newmont should give the government a 10 per cent stake in the Batu Hijau mine to allow for "nationalistic interests".

He added that two other companies, one of which is owned by Ms Siti Hardiyanti Rukmana, Mr Suharto's eldest daughter, had "shown interest" in Batu Hijau, but had not made an official request to participate in the project.

Newmont has invested US\$140m in Batu Hijau, which is estimated to contain 14.7m ounces of gold

and 11.2bn pounds of copper. Production was scheduled to start in 2000. The cost of developing the open pit mine is expected to total about US\$1.5bn.

It is not clear when the Indonesian government would want to take a 10 per cent stake.

According to a clause in the contract of work Newmont signed with the government in 1986, the company is required to divest a percentage of the project's shares only between the sixth and 11th years of production.

The Indonesian mining sector is currently bracing itself for the consequences of a report by an independent auditor, which showed that Bre-X Minerals, the Canadian exploration company, had used falsified data to exaggerate the size of the deposits at its Busang field in east Kalimantan. There have been complaints that Indonesia's rules and conditions in the mining sector are too favourable for foreign companies.

The potential involvement of a presidential family

member in Batu Hijau has also sparked concern. Ms Siti lost a highly political battle for control of the Busang project. The sector had not previously attracted the interest of presidential family members.

Newmont had expected to receive a licence to proceed with construction of the Batu Hijau mine by the end of March, but the government has yet to give the go-ahead.

It is also still waiting for approval to change the share-ownership structure of the project, under which Newmont would own 45 per cent, Sumitomo Corporation, of Japan, 35 per cent, and an Indonesian company, 20 per cent.

Mr Doug Hock, spokesman for Colorado-based Newmont Mining, said: "We have been told repeatedly by the highest levels of the Indonesian government that the [Batu Hijau] construction permit will be granted."

"We expect [Indonesian officials] to honour our contract of work as it stands, without changes of ownership."



I. B. Sudjana: government should have 10% stake to allow for 'nationalistic interests'

Aetna reaps benefit of cost cuts

By John Authers in New York

Shares in Aetna made strong gains in early trading yesterday, up 8% at \$97.4, as first-quarter results showed that the US health and insurance conglomerate had begun to cut costs at its healthcare division.

Earnings excluding exceptional gains were \$186.6m, or \$1.14 a share, well ahead of the analysts' consensus forecast of \$1.05.

Last July Aetna paid

\$8.9bn for US Healthcare, the country's largest health management organisation, in an ambitious attempt to re-position the company away from its old property and casualty insurance business, which it sold last year, and towards offering a broad range of health services.

Since then, it has embarked on a radical streamlining of its health-care operations, taking a charge of \$301m last year and shedding about 8,000 jobs.

Analysts were worried that merging the two companies would be difficult, as US Healthcare was traditionally an aggressive low-cost operator, run on a different basis from Aetna's existing health business.

The first quarter saw the first signs of a reduction in costs, with total operating expenses falling to \$834.1m, well down on the \$931.7m recorded in the final quarter of 1996.

Mr Ronald Compton, chairman, said that the

"efforts to re-position Aetna" had begun to pay off.

The company also benefited from a \$108.4m exceptional gain, thanks to the transfer of assets from discontinued products in its large case pensions division, which manages a range of defined benefit and defined contribution pension plans for corporate customers.

Its retirement services division, which offers investment products and life assurance, also contributed to the healthy results, with operat-

ing profits gaining 14 per cent to \$46.3m compared with the equivalent quarter of last year.

Aetna International, which earlier this year announced a \$300m joint venture to sell life and pension products in Brazil, made operating profits of \$27.5m, up 14 per cent on the quarter of a year earlier. Most of the growth came from Taiwan and Chile, but this was balanced by heavy start-up costs elsewhere, notably the Philippines.

Bloomberg 'moves ahead of Dow Jones'

By Nicholas Denton

Dow Jones, the US media and financial information group, has for the first time fallen behind Bloomberg as a supplier of live market data to financial institutions, according to a new survey.

The study adds to evidence of flagging sales of market data which earlier this year prompted Dow Jones to announce a programme to invest \$500m over three to four years to revamp delivery of data to customers' computer screens.

Sales of "real-time" market data at Dow Jones Markets, the subsidiary formerly known as Telerate, stagnated at \$865m, according to the annual Market Data Industry study, which is researched by Waters Information Services.

Revenues at Bloomberg, an industry newcomer founded by Mr Michael Bloomberg in 1981, jumped from \$710m in 1996 to \$918m in 1996, according to Waters, a publishing house which follows the market data sector.

Both the US providers remained well behind Reuters,

the UK media company, which achieved sales in 1996 from real-time market data of \$2.29bn, up from \$2.18bn in the previous year, Waters estimated.

Dow Jones said Waters appeared to count businesses such as the news wires of its competitors, but not its own.

It said revenues from financial information were \$980m. "We are still way ahead in second place," a Dow Jones executive said.

The health of the overall global market data business, which Waters said increased 10 per cent to \$5.79bn in 1996, leads some executives, such as Mr Bloomberg, to conclude the league tables are unimportant.

"There is probably some value to bragging rights," said Mr Bloomberg, a former information technology specialist at Salomon Brothers.

"But it's not a zero-sum game. I'm not being cute about it, I just don't think about the other guys," he said.

Nevertheless, Dow Jones has conceded some slippage in its market share, which has fallen from a peak of 17.5 per cent to some 14 per cent last year.

It was this drop that prompted Dow Jones' decision in January to step up investment.

Reuters terminals are on the whole preferred by traders for their data on foreign exchange rates and equity prices, and Dow Jones Markets transmits the prices followed by most traders of US Treasury bonds.

However, Bloomberg has made inroads among traders of other types of bond.

It was the first provider to allow customers to analyse the effect of market movements on the value of their trading positions.

The Dow Jones Markets investment plan, which has been criticised by some shareholders who believe the unit should be sold instead, is designed to improve access to Dow Jones' service by using browser software and other Internet technologies.

"The purpose is not just to get back on track, but to leapfrog the competition," said Mr Geoffrey Moore, head of strategic communications at Dow Jones Markets.

"We have already regained momentum."

Fidelity gives details of plan for shake-up

By John Authers

Fidelity Investments, the Boston-based fund management company with almost \$600bn in assets, yesterday announced further details of its radical management overhaul, creating a new company to sell products for the contractual advice and personal trust market.

This is part of the company's attempt to expand its institutional sales, and to concentrate on service issues for its largest customers.

It also announced new executives at its core retail mutual fund group. Fidelity is still comfortably the largest company in the market for selling mutual funds to small investors, but its share of new sales has dropped significantly over the past year, largely in reaction to

adverse press publicity over poor investment performance.

Ms Lynn Davis, previously responsible for the group's marketing to high net worth individuals, is to be president of the new Asset Management and Trust Com-

pany. She had previously worked mainly in private banking at Chase Manhattan Bank and at Boston-based Shawmut Bank.

The company also announced a team to run its retail mutual funds division. Ms Martha Willis, will run the group, while Ms Joan Bloom, who had also worked at Shawmut, will report to her with responsibility for equities. Mr David Ginnia, a former strategic planner for Putnam, one of Fidelity's biggest fund management rivals, will run the fixed income and specialty funds.

In the past two weeks, Fidelity has already created two new senior positions, with the appointment of a new chief operating officer and a newly-created chief executive post for its "institutional group". Both appointments were intended to tighten management and supervision, and to improve the company's service to institutions.

The reorganisation follows a series of well-publicised departures by senior fund managers.



SALE OF STRATEGIC RESERVES OF CRUDE OIL AND PETROLEUM PRODUCTS, BUILT UP UNDER LAW No. 22 FEBRUARY 10, 1981 OF THE REPUBLIC OF ITALY

Eni S.p.A.

- in execution of the provision of article 2, paragraph 112 of Law no. 662 of December 23, 1986, with which it has been assigned the task of managing the sale of the strategic reserves of crude oil and petroleum products, built up under Law no. 22 of February 10, 1981 of the Republic of Italy, and existing on the date of coming into force of the above-mentioned Law 662/86;

- considering that, pursuant to article 1 of the decree of the Italian Ministry of Industry of April 4, 1985, the strategic reserves of crude oil and petroleum products have been transferred to Sogesco S.p.A. and that, pursuant to article 3 of the same decree, the same Sogesco S.p.A. has, in its own name and on behalf and in the interest of the Italian State, taken over the management of the strategic reserves, taking its place in all credit and debit relations;

- considering the decree of the Italian Ministry of Industry of March 7, 1997, with which ENI S.p.A. has been authorized to assign to Sogesco S.p.A. the task of selling the strategic reserves of crude oil and petroleum products and of carrying out all the activities related to the sale;

ANNOUNCES

THE SALE, BY ITS CONTROLLED COMPANY SOGESCO S.p.A., OF THE FOLLOWING SEPARATE LOTS OF PRODUCTS, TO BE PURCHASED AS INDICATED BELOW

AND THEREFORE REQUESTS THE PRESENTATION OF PROPOSALS TO PURCHASE

lot no.	Product	Location	Quantity (Ktons)	Property title	
				date of transfer	mode of transfer
1	Automotive gasoil	Volpiano	5	June 2 '97	stock transfer
2	Heating gasoil	Volpiano	5	June 2 '97	stock transfer
3	Gasoline 0.15 Pb	Volpiano	5	June 2 '97	stock transfer
4	Automotive gasoil	Volpiano	5	June 9 '97	stock transfer
5	Heating gasoil	Volpiano	5	June 9 '97	stock transfer
6	Automotive gasoil	Volpiano	5	June 16 '97	stock transfer
7	Heating gasoil	Volpiano	5	June 16 '97	stock transfer
8	Heating gasoil	Volpiano	5	June 23 '97	stock transfer
9	Automotive gasoil	Volpiano	5	June 25 '97	stock transfer
10	Gasoline 0.15 Pb	Volpiano	5	June 25 '97	stock transfer
11	Automotive gasoil	Volpiano	5	June 30 '97	stock transfer
12	Heating gasoil	Volpiano	2	July 7 '97	stock transfer
13	Heating gasoil	Volpiano	2	July 14 '97	stock transfer
14	Automotive gasoil	Volpiano	5	July 18 '97	stock transfer
15	Gasoline 0.15 Pb	Volpiano	5	July 18 '97	stock transfer
16	Automotive gasoil	Volpiano	5	July 28 '97	stock transfer
17	Heating gasoil	Volpiano	2	July 28 '97	stock transfer
18	Heating gasoil	Volpiano	2	August 11 '97	stock transfer
19	Automotive gasoil	Volpiano	5	August 12 '97	stock transfer
20	Gasoline 0.15 Pb	Volpiano	5	August 12 '97	stock transfer
21	Automotive gasoil	Volpiano	5	August 20 '97	stock transfer
22	Automotive gasoil	Volpiano	2	August 25 '97	stock transfer
23	Heating gasoil	Volpiano	5	September 1 '97	stock transfer
24	Heating gasoil	Volpiano	5	September 4 '97	stock transfer
25	Automotive gasoil	Volpiano	5	September 4 '97	stock transfer
26	Gasoline 0.15 Pb	Volpiano	5	September 15 '97	stock transfer
27	Heating gasoil	Volpiano	5	September 29 '97	stock transfer
28	Automotive gasoil	Volpiano	5	September 29 '97	stock transfer
29	Gasoline 0.15 Pb	Volpiano	5	September 29 '97	stock transfer
30	Heating gasoil	Volpiano	5	October 6 '97	stock transfer
31	Heating gasoil	Volpiano	5	October 13 '97	stock transfer
32	Heating gasoil	Volpiano	5	October 20 '97	stock transfer
33	Heating gasoil	Volpiano	5	October 22 '97	stock transfer
34	Automotive gasoil	Volpiano	appr. 3	October 22 '97	stock transfer
35	Gasoline 0.15 Pb	Volpiano	appr. 2	October 22 '97	stock transfer
36	Heating gasoil	Volpiano	appr. 5	October 27 '97	stock transfer
37	Heating gasoil	Volpiano	appr. 5	November 3 '97	stock transfer
38	Gasoline 0.15 Pb	Ravenna	3	June 2 '97	stock transfer
39	Gasoline 0.15 Pb	Ravenna	3	June 18 '97	stock transfer
40	Gasoline 0.15 Pb	Ravenna	3	July 7 '97	stock transfer
41	Gasoline 0.15 Pb	Ravenna	3	July 23 '97	stock transfer
42	Gasoline 0.15 Pb	Ravenna	3	August 11 '97	stock transfer
43	Gasoline 0.15 Pb	Ravenna	3	August 26 '97	stock transfer
44	Gasoline 0.15 Pb	Ravenna	3	September 15 '97	stock transfer
45	Gasoline 0.15 Pb	Ravenna	3	October 1 '97	stock transfer

lot no.	Product	Location	Quantity (Ktons)	Property title	
				date of transfer	mode of transfer
45	Gasoline 0.15 Pb	Ravenna	appr. 3	October 20 '97	stock transfer
46	Gasoline 0.15 Pb	Ravenna	appr. 2	November 5 '97	stock transfer
47	Gasoil 0.2% S	Gaeta	31	June 2/6 '97	FOB
48	Gasoline 0.15 Pb	Gaeta	17	June 9/13 '97	FOB
49	Gasoil 0.05% S	Gaeta	25	June 16/21 '97	FOB
50	Gasoline 0.15 Pb	Gaeta	17	June 23/27 '97	FOB
51	Gasoil 0.2% S	Gaeta	31	June 30/July 4 '97	FOB
52	Gasoline 0.15 Pb	Gaeta	17	July 7/11 '97	FOB
53	Gasoline 0.15 Pb	Gaeta	17	July 21/25 '97	FOB
54	Gasoline 0.15 Pb	Gaeta	10	August 4/8 '97	FOB
55	Saudi Crude	Priolo	100	July 14/16 '97	FOB
56	Saudi Crude	Milazzo	105	June 28/30 '97	FOB
57	Saudi Crude	Milazzo	80	August 18/20 '97	FOB
58	Saudi Crude	Milazzo	80	September 16/18 '97	FOB

Terms and conditions of the proposals to purchase

The proposals to purchase must correspond to the terms and characteristics indicated below:

- Each interested party who will apply by May 12, 1997, by fax to the address indicated below, will be sent a standard contract form for proposal to purchase - with a notary's confirmation that its text conforms with the official text on file at the same notary's office ("certified form"). Applications shall be sent to:

SOGESCO S.p.A. c/o ENI S.p.A. - Piazzale Enrico Mattei 1 - 00144 ROME, ITALY
fax +39-6-5982.2559 - tel +39-6-5982.2481

- Each request for the forms must indicate for which lot or lots the applicant intends to present a proposal to purchase.

- Each irrevocable and guaranteed proposal to purchase shall be presented by filling in the "certified form" sent to the applicant.

- Each proposal to purchase shall refer to only one of the lots described above; each interested party may send proposals for more than one lot.

- Each proposal to purchase shall be covered by a guarantee deposit as a guarantee of its irrevocability; the envelope containing the proposal shall also contain a copy of the document certifying the payment made. Alternatively, the guarantee deposit may be replaced by an unconditional and first demand guarantee issued in favor of Sogesco S.p.A. by a major banking company operating in Italy, to be included in the envelope containing the proposal.

- The proposals to purchase from each bidder shall be contained in a sealed envelope, bearing the following statement on the outside: "VENDITA DI SCORTE PETROLIFERE EX LEGE 662/86" (SALE OF OIL RESERVES AS PER LAW 662/86).

- The proposals to purchase must be delivered to the following address by and no later than 12 noon on May 23, 1997

Studio Notarile Castellini

Via Tomacelli, 132 - 00186 ROME, ITALY - Attn. Notaio Paolo Castellini

Proposals to purchase which do not conform to the above-indicated elements and terms, or which are presented for prices lower than the floor prices of the lots to which they refer, resulting from the formulas contained in the above-mentioned forms sent to the applicants, or which are presented not by using such "certified forms", shall not be accepted.

The floor prices, resulting from the formulas contained in the above-mentioned "certified forms", are 1% lower than the ones related to the lots on sale on March 14, 1997.

Sale procedure

Upon receipt of the proposals to purchase, the sale shall proceed as indicated below.

By May 26, 1997 Sogesco S.p.A., before Notary Public, will open the envelopes received and will notify the parties, who have presented the highest price for each lot, the acceptance of the proposal to purchase. These communications shall be made via telex, with subsequent confirmation by registered letter with advice of receipt. The contract of sale shall be considered concluded with the receipt, by the proposing party, of the telex from Sogesco.

If the highest proposals received for any lot are of equal prices, the winning proposal shall be chosen in a drawing which will take place before a notary public.

The purchaser shall present to Sogesco the guarantees indicated in the "certified form".

Failing presentation to Sogesco of the above-said guarantees by the specified deadline, the contract shall be considered automatically cancelled and Sogesco shall be entitled to keep as a penalty the deposit received, or to avail itself of the unconditional bank guarantee.

The deposits and bank guarantees regarding the rejected proposals shall be returned to the respective bidders after conclusion of the contracts of sale for the various lots and after receipt of the related guarantees for payment of the price.

We hereby inform that Agip Petroli S.p.A. has presented an irrevocable proposal to purchase, at their respective floor prices, all lots which may be unsold.

Whilst every reasonable effort has been made to ensure that this announcement accurately reflects the Italian text of the announcement appearing in "Il Sole 24 Ore" and other Italian newspapers on May 7, 1997, in the event of any discrepancy the Italian text shall prevail.

This announcement is subject to Italian law.

In the event of disputes the competent court is exclusively the Court of Rome.

Strategy to increase gas sales helps push first-quarter profits ahead to £755m

'Marketing mastery' boosts BP

By Ross Tieman

A big increase in gas sales after the renegotiation of take-or-pay contracts with British Gas, helped British Petroleum unveil first-quarter profits of £755m (£1.22bn) yesterday.

The profit, calculated on a replacement cost basis, was some £30m ahead of the most optimistic brokers' forecasts and 19 per cent higher than during the three months to the end

of March 1996. Mr John Browne, BP chief executive, said a higher oil price had provided a more favourable operating environment. On average, BP sold its oil at \$21.30 a barrel, compared with \$18.50 during the same period last year.

Analysts, however, said the cash inflow during the first quarter, at £790m, had also proved much stronger than they expected.

One reason was a 6 per

cent increase in the volume of gas sold. BP said that an agreement last year to cut both the volume and price of gas sold to Centrica, the former British Gas supply business, in exchange for a cash payment exceeding £100m had freed gas for sale elsewhere. Both revenues and profits from gas sales were higher, directors said.

"BP are masters of marketing and they have marketed their gas exceptionally well," said analyst Mr Bruce Evers

of brokers Henderson Crosthwaite.

The increase in gas sales was part of BP's so-called "self-help" programme to improve corporate performance. The programme enhanced profits by £120m during the first quarter. Analysts said benefits look set to exceed the company's full-year target of \$300m.

Aided by doubled output in the Gulf of Mexico, seen by BP as a very promising new production area, oil out-

put rose 3 per cent. BP also reaped first benefits from the merger of its filling stations in Europe with those of Mobil, although Mr Browne said most savings would not emerge until later in the year.

Profits at the Chemicals business fell to £104m, from £128m a year ago, partly as a result of the weak D-Mark. But chemical production was up 14 per cent year on year, as additional capacity came on stream.

BSkyB places £300m order

By Raymond Snoddy

British Sky Broadcasting, the satellite television company, will today place orders for 1m digital satellite decoders with four consumer electronics companies, in deals worth more than £300m (£466m).

The four companies which will receive the orders are Panasonic, part of the Japanese Matsushita consumer electronics group; Mr Alan Sugar's Amstrad; Pace Microelectronics, the British satellite equipment manufacturer; and Hyundai, the Korean electronics giant.

The order is the final confirmation that BSkyB intends to push ahead with the launch of 200 channels of digital satellite television in the UK, and offer a wide range of interactive services.

BSkyB has always said it planned to launch digital satellite in the UK before the end of 1997. It is now clear that the launch will come in early 1998.

The complexity of the deal means that it has taken longer than expected to complete, in particular the plans to subsidise the "blackbox" decoders. A new company, British Interactive Broadcasting, will have £700m available for subsidies.

The company's aim is that the decoders will retail at £195 rather than the £500 they would otherwise cost initially.

BSkyB and BT will each have 32.5 per cent of BIBC and the Midland Bank 20 per cent. Matsushita is taking the final 15 per cent.

At the outset the digital decoders will be able to receive 200 television channels. But later on they will be capable of handling interactive services through the down-loading of new software. The decoders will also have a modem to connect to the telephone system.

BSkyB has reduced the cost of launch by opening up a new orbital position for Astra, the Luxembourg-based satellite system. In return BSkyB has not large discounts on leasing the satellite capacity needed for the digital launch.

The cable industry has also been working on plans to provide 200 channels of television to match BSkyB and could be in a position to launch first.

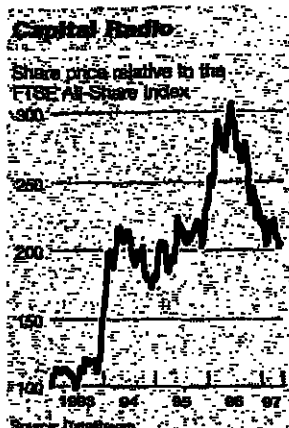
BSkyB has been in dialogue with regulators such as Ofcom, the UK telecommunications watchdog, but it is believed that any Ofcom role will only formally come into play when BIBC begins trading.

The Office of Fair Trading will probably also want to look at the deal.

Capital Radio

When Capital Radio decided that its management expertise extended from the airwaves to the kitchen with the acquisition of the My Kinda Town restaurant business, investors sensibly concluded the strategy was half-baked. At least the purchase of Virgin Radio is a return to what Capital does well. And there is no doubt that it can add considerably to Virgin's profitability. There will be cost savings, benefits from being able to offer broader packages to advertisers, and the bonus of taking out a competitor. Besides, after the M&T deal, Capital must have been very keen to demonstrate that it has more to do in radio before it feels the need to build another business extension.

But there is the matter of price. Media watchers are used to big numbers, and the £37m total outlay on Virgin looks less unreasonable when set against the £94m GWR paid for Classic FM. After all, Virgin is profitable. It has a strong brand, and in four years time it is possible to forecast a double digit after-tax return on investment. Nonetheless, growth in radio advertising is already slowing sharply, and one needs to attach a reasonable discount to such a cyclical earnings stream. Radio advertising rates more than halved in the last recession and while it is now a more established advertising medium it will still suffer more than television in the next downturn. The Virgin acquisition looks a sensible strategic deal, but like most of its kind, it will take a long time to justify the price paid.



Wace shares tumble on further warning

By Christopher Price

Shares in Wace Group fell by almost half yesterday after the printing group issued its third profits warning in a year. The fall of 35p to 39p left the shares at a sixth of their market value 12 months ago.

The company also announced that Mr Frans ten Bos would be stepping down as chairman at the annual meeting this month, to be replaced by Mr Peter Brown, chairman of Dawson Holdings. Mr Brown said he believed Mr Trevor Grice, chief executive, remained the best qualified executive to turn the company round.

Wace, which has been attempting to expand its pre-press operations into an integrated printing concern, said trading conditions remained

tough across most of its businesses and it would continue in the red in 1997.

Analysts, who had been forecasting pre-tax profits of about £12m (£19.4m), cut estimates to losses of £8.5m. Wace made losses of £2.04m in 1996 after profits of £20.5m the previous year.

Mr Stephen Puckett, finance director, said the group's strategy remained correct despite the setbacks. He predicted Wace would return to profit next year.

Many of the group's traditional pre-press businesses were undergoing tremendous changes in technology which were affecting their ability to produce recurring revenues.

One adverse result of the group's restructuring and the emergence of cheap rival technology was in defecting



Peter Brown, who will take over as chairman after the annual meeting this month

staff taking existing business with them. In the US, business lost to former Wace personnel had led to "substantial losses of money" in the pre-press operations.

There were also continuing difficulties with a great-ings card manufacturing

plant in Ireland, acquired from Hallmark at the end of 1995.

In addition, a downturn in the spirit market had hit demand for labels, which accounts for about 10 per cent of the £120m of UK sales last year. Margins in

other areas of printing remained competitive.

Mr Puckett said a decision on whether dividends would be paid on the convertible preference and ordinary shares would be taken at board meetings in July and August respectively.

Reed Elsevier in Microsoft deal

By Raymond Snoddy

Reed Elsevier, the Anglo-Dutch media and information group, has signed a letter of intent to form a five-year strategic relationship with Microsoft, the world's biggest software house.

As part of the five-year agreement, Reed Elsevier, whose interests include scientific and business publishing worldwide, will pay a total of \$30m to use Microsoft Commercial Internet Systems and other Microsoft developments.

Apart from using Microsoft systems to support 26,000 Reed Elsevier employees all over the world, the Anglo-Dutch group will be involved in the development of new software to replace its current incompat-

ible systems. The agreement is part of Microsoft's strategy of forming strategic alliances in various sectors.

Reed Elsevier is to be Microsoft's partner in the scientific, professional and business publishing and information industry.

Mr Nigel Stapleton, Reed Elsevier co-chairman, said yesterday: "By entering into such a wide-ranging strategic relationship with Microsoft, we expect to deliver state-of-the-art electronic information products to our customer in a more timely and efficient manner."

The deal is part of a continuing process in which Reed Elsevier aims to move up "the value chain" beyond the retrieval and selling of information.

Capital pays £65m to acquire Virgin Radio

By Raymond Snoddy

Capital Radio, yesterday became the dominant player in the UK commercial radio market, by buying Mr Richard Branson's Virgin Radio Group for £64.7m (£104.8m) in new Capital shares.

The acquisition of Virgin Radio, which owns one of the UK's three national commercial licences and an FM licence in London will give Capital three radio stations in London. In addition to its existing AM and FM services, Capital said it would turn Virgin FM into a new London rock station aimed primarily at 25 to 44 year olds.

Capital will also take on £22m in Virgin Radio debt. The deal, which is subject to regulatory approval, is possible because of a change

in the law last year which increased the number of licences one company can own in important markets to three.

Mr Branson said yesterday: "We are not selling out. We are merging with Capital." Following the deal, Virgin will have a 14 per cent stake in an enlarged Capital and Virgin has to hold on to at least 90 per cent of the stake for a minimum of two years.

"We might even increase our stake over the years," said Mr Branson, who will become a non-executive director of Capital Radio.

In the year to the end of July 1996 Virgin Radio made an operating profit of £2.5m and pre-tax profits of £1.6m.

Mr Branson was considering floating Virgin Radio but Capital came with the acqui-

sition proposal after it failed to win the last FM licence to be awarded in London under existing legislation.

Mr Richard Eyre, Capital's managing director, said: "An enlarged Capital would have the resources to commit to taking the company into digital audio broadcasting."

Capital also said it intended to withdraw from its involvement in Media sales and Marketing, its advertising sales house which had a 63 per cent share of the commercial radio market.

The company also announced a 9 per cent increase in headline pre-tax profits yesterday to £17m for the six months to March 31. Turnover was up 41 per cent to £53.5m.

Its shares fell 6p to 539p.

Most of Eurotunnel claim rejected

By Charles Batchelor, Transport Correspondent

A special disputes panel set up to hear a £1bn (£1.62bn) claim by Eurotunnel against Transmanche-Link, the tunnel contractor, for supplying allegedly faulty equipment, yesterday dismissed most of the claim.

TML, a consortium of five British and five French contractors, estimated its possible remaining liability at

only about £50m. Even that sum might be passed on to an unnamed subcontractor who supplied rolling stock.

Eurotunnel said it would consider at its next board meeting whether to submit its claim to arbitration by the International Chamber of Commerce.

The claim against TML is the third in a series of actions launched by Eurotunnel. It lost an earlier £2.6bn claim against the

French and British railways for higher tunnel fees and failed to stop duty-free sales by ferries. The European Court of Justice is looking at the duty-free issue.

Eurotunnel said the panel, consisting of two French and two British engineers headed by a French lawyer, had recognised the merits of most of its claims but declared "a large number," including its claim for loss of revenues, inadmissible.

According to Eurotunnel, the panel had accepted that it was entitled to damages for problems with the rolling stock and was encouraging the two sides to negotiate appropriate compensation.

TML said that all that was left was a claim for a "relatively minor sum of money" relating to a rolling-stock subcontractor. It said that while its counter-claim had been dismissed it could pursue it by other legal means.

RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (£)	Current dividend (£)	Date of payment	Dividends corresponding dividend	Total for year	Total last year
Amulac 5	16.6	(15.2)	1.15	(2.83)	2.40	(7.07)	-	-
Stratford City 5	4.3	-	2.88	-	-	-	-	-
BP	5.38	(0.017)	3.38	(1.002)	10.8	(12.9)	4.25	19.5
Capital Finance	53.9	(38.1)	18.1	(15.8)	16.1	(14.1)	-	-
Capital Radio	37.9	(37.2)	1.70	(7.37)	11.35	(20.6)	9	13.4
Chesford House	15	(4.8)	8.65	(2.87)	4	(8.1)	-	-
Delt Telecom	33	(2.2)	1.51	(1.27)	10.97	(76.9)	1.6	1.6
Leicester Smith	169.5	(174.0)	10.9	(6.77)	38.51	(37.1)	13.75	20
Luton Park	8.54	(6.78)	1.81	(1.4)	4.04	(3.13)	0.5	0.5
Network Techn 5	3.59	(2.8)	1.2	(0.74)	8.4	(8.3)	-	-
Rephal Zora 5	63.2	(141.2)	17.4	(4.01)	21.8	(5.4)	-	-
Shiford	12.5	(11.4)	9.86	(7.11)	18.33	(12.84)	5	7.75
Widened 5	12.5	(11.4)	9.86	(7.11)	18.33	(12.84)	5	7.75

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. S/S currency, *After exceptional charge, **After exceptional credit. †In increased capital. ‡In stock. §Foreign income dividends throughout. *Comparatives restated. †At September 30.

Sanyang Corporation
(Incorporated in the Republic of Korea with Limited Liability)
US\$50,000,000
4 per cent. Bonds due 1998 with Warrants to subscribe for Non-voting Shares of Sanyang Corporation.
Notice of Adjustments to Subscription Price
NOTICE IS HEREBY GIVEN to the holders of the above described Bonds with Warrants, that following the domestic Excessible Securities Issue other than Warrants that, following the domestic Excessible Securities Issue other than Warrants, the Company on 31st March, 1997, the lower announced subscription price of \$1.00 per share, in accordance with the terms and conditions of the Non-voting Shares, has been adjusted to Korean Won 22,756 per share with effect from 31st March 1997.

FUJITA CORPORATION USA
US \$25,000,000
GUARANTEED FLOATING RATE NOTES DUE 1998
In accordance with the provisions of the above mentioned Notes, notice is hereby given as follows:
• Interest period: May 6, 1997 to November 4, 1997 (182 days)
• Interest payment date: November 4, 1997
• Interest rate: 6.275% per annum
• Coupon amount payable per Bond of US \$100,000: US \$3,172.36
Agent Bank
BANQUE INTERNATIONALE A LUXEMBOURG

Prices for electricity generated by the purposes of the generation of electricity and the sale of electricity in England and Wales		Period		Price (£/kWh)	
Period		Price (£/kWh)		Period	
Period		Price (£/kWh)		Period	
10/01/97	11.82	10/02/97	11.81	10/03/97	11.81
10/04/97	11.81	10/05/97	11.81	10/06/97	11.81
10/07/97	11.81	10/08/97	11.81	10/09/97	11.81
10/10/97	11.81	10/11/97	11.81	10/12/97	11.81
10/13/97	11.81	10/14/97	11.81	10/15/97	11.81
10/16/97	11.81	10/17/97	11.81	10/18/97	11.81
10/19/97	11.81	10/20/97	11.81	10/21/97	11.81
10/22/97	11.81	10/23/97	11.81	10/24/97	11.81
10/25/97	11.81	10/26/97	11.81	10/27/97	11.81
10/28/97	11.81	10/29/97	11.81	10/30/97	11.81
10/31/97	11.81	10/32/97	11.81	10/33/97	11.81
10/34/97	11.81	10/35/97	11.81	10/36/97	11.81
10/37/97	11.81	10/38/97	11.81	10/39/97	11.81
10/40/97	11.81	10/41/97	11.81	10/42/97	11.81
10/43/97	11.81	10/44/97	11.81	10/45/97	11.81
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10/169/97	11.81	10/170/97	11.81	10/171/97	11.81
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10/175/97	11.81	10/176/97	11.81	10/177/97	11.81
10/178/97	11.81	10/179/97	11.81	10/180/97	11.81
10/181/97	11.81	10/182/97	11.81	10/183/97	11.81
10/184/97	11.81	10/185/97	11.81	10/186/97	11.81
10/187/97	11.81	10/188/97	11.81	10/189/97	11.81
10/190/97	11.81	10/191/97	11.81	10/192/97	11.81
10/193/97	11.81	10/194/97	11.81	10/195/97	11.81
10/196/97	11.81	10/197/97	11.81	10/198/97	11.81
10/199/97	11.81	10/200/97	11.81		

CURRENCIES AND MONEY

Brown's Bank reforms boost pound

MARKETS REPORT

By Simon Kuper

Sterling rose yesterday after Mr Gordon Brown, the new UK Chancellor, granted the Bank of England the right to set interest rates. Before ceding the power he raised the base rate himself, by 25 basis points to 6.25 per cent. The pound rose with gifts on hopes that the Bank would be tougher than any chancellor on inflation, reducing it to structurally lower levels. A Bank council is set to meet to meet an inflation target - now 2.5 per cent - which the government will determine.

Mr Brown announced the changes after his first monetary policy meeting with Mr Eddie George, the Bank of England governor. It had been brought forward a day. The pound closed in London 1.6 cents higher against the dollar at \$1.637 and 1.3 pence up against the

D-Mark at DM2.820.

The dollar fell after Mr Ernst Weiteke, Bundesbank council member, said the bank "would not be enthused" if the US currency rose further. Its gains in recent months had raised German import prices slightly, and that could affect producer and then consumer prices, Mr Weiteke said. But the Bundesbank later denied reports that he had specified desired limits for dollar/D-Mark.

Another council member, Mr Klaus-Dieter Kuehnbacher, took a different line yesterday, saying: "Our exporting economy can live very well with the dollar rate." He added: "But the Group of Seven has repeatedly said that it wants the

exchange rate to develop calmly." German industrial orders for March emerged strong yesterday, buoyed by exports.

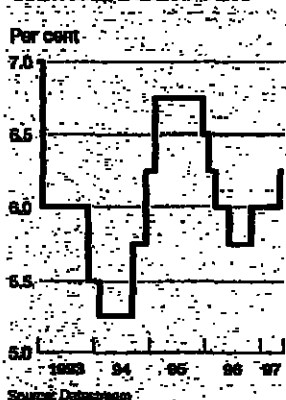
The yen benefited as the Nikkei 225 stock index rose above 20,000 for the first time this year. The Nikkei's longstanding weakness has helped keep Japan from raising interest rates.

The dollar dropped 0.9 pence against the D-Mark to DM1.723 and Y14 against the yen to Y125.4.

Short sterling futures contracts soared on hopes that if UK inflation fell, interest rates would be cut. Buoyed by the March 1999 contract jumped 28 basis points to price in base rates of below 7.25 per cent. Longer contracts rose even more, but on very thin volumes.

The shorter end contracts also rallied because yesterday's base rate rise was below some expectations. The June 1997 contract rose

UK bank's base rate



7 basis points, but is still pricing in another 25-point rise. The December contract gained 11 basis points.

Mr Brown said yesterday that he wanted "a stable and competitive pound". This was taken to mean that he wanted a weaker pound. But market economists greeted most of yesterday's events as good news for sterling.

They disagreed with the money market's bet that rates would fall in the short term. Mr Philip Shaw, chief economist at Union Discount in London, questioned the wisdom of the rally in the December 1997 sterling futures contract. He forecast higher rates, which would buoy the pound.

On the long term, said economists, a tough Bank line would probably help sterling by reducing inflation. "We will move towards a sort of Bundesbank mentality," said Mr Peter Ostler, head of research at GNI in London. Mr Michael Scarlato, currency strategist at Bankers Trust in London, said sterling remained a safe

haven from Emu, but now carried a much reduced traditional risk of depreciation. Mr Robin Marshall, chief economist at Chase in London, added: "The speed with which the incoming government has moved has impressed the market." There had been talk that this week's monetary policy meeting would be cancelled, not brought forward.

Mr Brown also introduced a new variable to the sterling equation: Emu. The Maastricht treaty states that countries joining Emu must have an independent central bank. The Bank of England is still not that, but to make it so after yesterday "would be a much more marginal tweak", said Mr Marshall. Mr Brown is a known Emu enthusiast. Yesterday's J.P. Morgan Emu Calculator showed the interest rate swaps market pricing in a 50 per cent chance of the UK joining monetary union, up from 35 per cent a week ago.

OTHER CURRENCIES

May 6
Case 95.1473 92.215 20.494 30.799
Hogerty 29.356 29.183 12.289 12.140
Lira 491.00 490.80 300.00 300.00
Rout 0.475 0.470 2.301 2.302
Pound 1.637 1.635 1.635 1.635
Pound 947.97 945.85 575.00 575.00
UAE 6.005 6.012 3.670 3.670

POUND SPOT FORWARD AGAINST THE POUND

May 6	Closing	Change	Day's	One month	Three months	One year	Bank of
	mid-point	on day	high	Rate	Rate	Rate	Engl. Index
Europe							
Austria	(Sch)	18.8484	-0.0084	402	585	10.5042	10.5055
Belgium	(Bfr)	32.257	-0.0025	889	445	58.4450	57.8280
Denmark	(DKr)	10.7435	-0.0031	677	10.7325	10.5420	10.715
Finland	(Fmk)	6.4901	-0.0018	816	865	8.5340	8.4100
France	(FFr)	6.5185	-0.0042	153	216	8.5581	8.4231
Germany	(DM)	2.2198	-0.0124	188	210	2.8329	2.7825
Greece	(Dr)	448.135	-0.02	735	554	440.871	444.036
Ireland	(Ir)	1.0939	-0.0008	898	910	1.0988	1.0770
Italy	(L)	279.225	-18.89	234	616	280.226	278.18
Netherlands	(Gld)	58.2027	-0.0026	659	445	58.4450	57.8280
Norway	(Krk)	3.1725	-0.014	736	733	3.1871	3.1417
Portugal	(Esc)	11.2529	-0.0038	740	898	11.2572	11.2514
Spain	(Pes)	283.549	-1.808	300	709	285.151	283.946
Sweden	(Krk)	128.165	-1.445	667	265	129.140	128.006
Switzerland	(Sfr)	2.2784	-0.0028	749	825	2.2852	2.2748
UK	(P)	2.259	-0.005	851	871	2.4054	2.3789
EU	(P)	1.4488	-0.0078	458	474	1.4523	1.4327
Scot	(P)	1.19938	-	-	-	-	-
US	(D)	1.637	-	-	-	-	-
Asia							
Argentina	(Pao)	1.8364	-0.0158	359	388	1.8402	1.8163
Brazil	(R)	1.7423	-0.017	417	429	1.7484	1.7204
Canada	(C)	2.2563	-0.0168	553	573	2.2588	2.2289
China	(New P)	2.2915	-0.0058	851	879	12.3445	12.3445
USA	(S)	1.637	-0.0158	359	373	1.6404	1.6165
Pacific/Middle East/Africa							
Australia	(A)	2.1055	-0.0028	644	688	2.1100	2.0710
Hong Kong	(HK\$)	12.6794	-0.0219	755	833	12.7082	12.6734
India	(Rupee)	58.478	-0.0049	928	938	58.720	57.940
Israel	(S)	5.5957	-0.0036	616	778	5.5921	5.5257
Japan	(Y)	205.248	-0.224	147	345	206.040	203.270
Malaysia	(M)	4.1013	-0.0038	995	931	4.1108	4.0534
New Zealand	(NZ\$)	2.2914	-0.0038	798	828	2.2957	2.2617
Philippines	(P)	45.144	-0.0038	910	910	45.2002	42.6453
Saudi Arabia	(R)	2.3870	-0.0038	995	931	2.3720	2.3399
Singapore	(S)	2.2870	-0.0038	995	931	2.2870	2.3399
South Africa	(R)	7.2933	-0.0038	995	931	7.3059	7.2030
South Korea	(W)	149.71	-0.0038	995	931	149.71	149.71
Taiwan	(N)	45.3911	-0.0038	995	931	45.4555	44.9417
Thailand	(B)	42.8882	-0.0038	995	931	42.7400	42.7400

1 Rate for May 6. 2 Dollar spot price in the Pound Spot table shows only the last three decimal places. Forward rates are not directly quoted to the market but are implied by current interest rates. Sterling rates calculated by the Bank of England. The Bank of England's base rate is 6.25% and the Bank of England's base rate is 6.25%.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

May 6	Closing	Change	Day's	One month	Three months	One year	JP Index
	mid-point	on day	high	Rate	Rate	Rate	
Europe							
Austria	(Sch)	12.1278	-0.0022	258	236	12.2075	12.1131
Belgium	(Bfr)	35.5850	-0.188	500	800	35.7590	35.4780
Denmark	(DKr)	6.5546	-0.014	855	855	6.5525	6.5556
Finland	(Fmk)	5.1877	-0.0088	838	814	5.2009	5.1785
France	(FFr)	5.8180	-0.0287	155	165	5.8320	5.8035
Germany	(DM)	1.7321	-0.0089	228	238	1.7349	1.7195
Greece	(Dr)	273.535	-1.345	680	610	278.180	273.05
Ireland	(Ir)	1.5039	-0.005	855	855	1.5070	1.4925
Italy	(L)	1707.35	-4.9	680	610	1714.35	1702.25
Netherlands	(Gld)	35.5850	-0.188	500	800	35.7590	35.4780
Norway	(Krk)	3.1725	-0.017	736	733	3.1871	3.1417
Portugal	(Esc)	173.225	-0.075	200	210	174.100	173.05
Spain	(Pes)	145.525	-0.51	500	500	145.180	145.515
Sweden	(Krk)	128.165	-1.445	667	265	129.140	128.006
Switzerland	(Sfr)	2.2784	-0.0028	749	825	2.2852	2.2748
UK	(P)	1.637	-0.0158	359	373	1.6404	1.6165
EU	(P)	1.19938	-0.0078	458	474	1.2023	1.1827
Scot	(P)	1.19938	-0.0078	458	474	1.2023	1.1827
US	(D)	1.000	-	-	-	-	-
Asia							
Argentina	(Pao)	0.9890	-0.002	359	388	0.9899	0.9898
Brazil	(R)	1.0646	-0.0022	417	429	1.0647	1.0644
Canada	(C)	1.3770	-0.0031	749	789	1.3770	1.3759
China	(New P)	1.7770	-0.0022	750	790	1.7770	1.7659
Pacific/Middle East/Africa							
Australia	(A)	1.2882	-0.0023	855	855	1.2882	1.2873
Hong Kong	(HK\$)	7.7474	-0.0038	995	931	7.7474	7.7474
India	(Rupee)	58.478	-0.0049	928	938	58.720	57.940
Israel	(S)	5.5957	-0.0036	616	778	5.5921	5.5257
Japan	(Y)	125.410	-1.345	380	400	125.270	124.875
Malaysia	(M)	2.5000	-0.0038	995	931	2.5000	2.5000
New Zealand	(NZ\$)	2.2914	-0.0038	798	828	2.2957	2.2617
Philippines	(P)	45.144	-0.0038	910	910	45.2002	42.6453
Saudi Arabia	(R)	2.3870	-0.0038	995	931	2.3720	2.3399
Singapore	(S)	2.2870	-0.0038	995	931	2.2870	2.3399
South Africa	(R)	7.2933	-0.0038	995	931	7.3059	7.2030
South Korea	(W)	149.71	-0.0038	995	931	149.71	149.71
Taiwan	(N)	45.3911	-0.0038	995	931	45.4555	44.9417
Thailand	(B)	42.8882	-0.0038	995	931	42.7400	42.7400

1 SDR rate for May 6. 2 Dollar spot price in the Dollar Spot table shows only the last three decimal places. Forward rates are not directly quoted to the market but are implied by current interest rates. UK, Ireland & EU are quoted in US dollars. J.P. Morgan normal indices May 6. Base rates 1990-1991.

CROSS RATES AND DERIVATIVES

May 6	BR	DKr	FFr	DM	£	L	FI	Nkr	Sc	Pta	Sfr	Sfr	CS	S	Y	Esc
Belgium	(Bfr)	100	18.45	18.35	4.845	1.871	4800	5.440	2.940	40.70	40.82	21.95	4.211	1.718	3.878	2.812
Denmark	(DKr)	54.20	10	8.853	2.626	1.014	2800	2.983	10.08	284.0	221.8	11.50	2.291	0.581	2.101	1.911
France	(FFr)	100	18.45	18.35	4.845	1.871	4800	5.440	2.940	40.70	40.82	21.95	4.211	1.718	3.878	2.812
Germany	(DM)	20.54	1.2	3.375	1.2	2.992	1.412	2.992	1.2	10.05	8.47	4.32	0.850	0.355	0.800	0.580
Ireland	(Ir)	58.45	9.82	2.971	2.590	1	2.596	2.971	10.73	260.3	218.7	11.50	2.291	0.581	2.101	1.911
Italy	(L)	2.083	0.384	0.341	0.101	0.039	100	0.114	0.418	10.15	8.255	0.407	0.088	0.038	0.081	0.059
Netherlands	(Gld)	18.35	3.385	3.001	0.893	0.343	980.8	0.343	980.8	10.35	75.99	4.026	0.515	0.211	0.649	0.455
Norway	(Krk)	48.84	8.125	1.19	2.114	0.832	2.718	1	0.832	10.35	75.99	4.026	0.515	0.211	0.649	0.455
Portugal	(Esc)	20.53	3.788	3.358	0.985	0.384	985.5	0.384	985.5	1.119	4.120	100	0.402	0.585	0.433	0.398
Spain	(Pes)	24.44	4.509	3.995	1.184	0.457	1173	1.184	4.120	100	0.402	0.585	0.433	0.398	0.378	0.350
Sweden	(Krk)	45.55	8.404	7.448	2.307	0.852	2186	2.307	11.99	221.8	188.4	10	1.878	0.782	1.281	1.055
Switzerland	(Sfr)	24.29	4.292	4.373	1.177	0.455	1165	1.177	12.455	11.13	5.534	1.017	0.942	0.389	0.504	0.504
UK	(P)	58.21	10.74	9.519	2.520	1.059	2794	3.172	11.99	221.8	188.4	10	1.878	0.782	1.281	1.055
Canada	(C)	25.80	4.761	4.219	1.250	0.458	1238	1.250	5.177	125.7	105.6	5.655	1.022	0.443	1	0.728
US	(D)	35.58	6.581	5.815	1.725	0.695	1707	1.725	7.135	173.2	145.5	7.807	1.484	0.611	1.376	1.254
Japan	(Y)	28.37	5.224	4.329	1.274	0.521	1592	1.274	12.455	11.13	5.534	1.017	0.942	0.389	0.504	0.504
China	(C)	74.22	6.878	1.848	0.738	0.292	1193	0.738	6.072	195.5	164.6	8.922	1.599	0.691	1.591	1.418

D-MARK FUTURES (MM) DM 125,000 per DM

May 6	Open	High	Low	Settle	Change	Open	High	Low	Settle	Change
Jun	0.5789	0.5825	0.5785	0.5805	0.0020	0.5789	0.5825	0.5785	0.5805	0.0020
Sep	0.5838	0.5875	0.5835	0.5855	0.0017	0.5838	0.5875	0.5835	0.5855	0.0017
Dec	0.5885	0.5922	0.5882	0.5902	0.0015	0.5885	0.5922	0.5882	0.5902	0.0015

EURO FRANK FUTURES (MM) SF 125,000 per SF

May 6	Open	High	Low	Settle	Change	Open	High
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FT MANAGED FUNDS SERVICE

هكذا من الأهل

INVESTMENT TRUSTS - Cont.[illegible]

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Rank	Name	Score
1	Wang, Y. (Yan)	100
2	Wang, Y. (Yan)	98
3	Wang, Y. (Yan)	95
4	Wang, Y. (Yan)	92
5	Wang, Y. (Yan)	90
6	Wang, Y. (Yan)	88
7	Wang, Y. (Yan)	85
8	Wang, Y. (Yan)	82
9	Wang, Y. (Yan)	80
10	Wang, Y. (Yan)	78
11	Wang, Y. (Yan)	75
12	Wang, Y. (Yan)	72
13	Wang, Y. (Yan)	70
14	Wang, Y. (Yan)	68
15	Wang, Y. (Yan)	65
16	Wang, Y. (Yan)	62
17	Wang, Y. (Yan)	60
18	Wang, Y. (Yan)	58
19	Wang, Y. (Yan)	55
20	Wang, Y. (Yan)	52
21	Wang, Y. (Yan)	50
22	Wang, Y. (Yan)	48
23	Wang, Y. (Yan)	45
24	Wang, Y. (Yan)	42
25	Wang, Y. (Yan)	40
26	Wang, Y. (Yan)	38
27	Wang, Y. (Yan)	35
28	Wang, Y. (Yan)	32
29	Wang, Y. (Yan)	30
30	Wang, Y. (Yan)	28
31	Wang, Y. (Yan)	25
32	Wang, Y. (Yan)	22
33	Wang, Y. (Yan)	20
34	Wang, Y. (Yan)	18
35	Wang, Y. (Yan)	15
36	Wang, Y. (Yan)	12
37	Wang, Y. (Yan)	10
38	Wang, Y. (Yan)	8
39	Wang, Y. (Yan)	5
40	Wang, Y. (Yan)	2
41	Wang, Y. (Yan)	0

Warrant	20	+1	21
Products Trust	107	-2	105
Warrant	30		30
Producers Inc	200	+3	203

NAME	DATE	TIME	LOCATION	REMARKS
1. Mr. A. B. Smith	12/15/2000	10:00 AM	Room 101	Initial Interview
2. Mr. J. D. Jones	12/15/2000	11:00 AM	Room 101	Follow-up Interview
3. Mr. C. E. Brown	12/15/2000	12:00 PM	Room 101	Interview
4. Mr. F. G. White	12/15/2000	1:00 PM	Room 101	Interview
5. Mr. H. I. Black	12/15/2000	2:00 PM	Room 101	Interview
6. Mr. K. L. Green	12/15/2000	3:00 PM	Room 101	Interview
7. Mr. M. N. Blue	12/15/2000	4:00 PM	Room 101	Interview
8. Mr. P. Q. Yellow	12/15/2000	5:00 PM	Room 101	Interview
9. Mr. R. S. Purple	12/15/2000	6:00 PM	Room 101	Interview
10. Mr. T. U. Pink	12/15/2000	7:00 PM	Room 101	Interview
11. Mr. V. W. Grey	12/15/2000	8:00 PM	Room 101	Interview
12. Mr. X. Y. Silver	12/15/2000	9:00 PM	Room 101	Interview
13. Mr. Z. A. Gold	12/15/2000	10:00 PM	Room 101	Interview
14. Mr. B. C. Bronze	12/15/2000	11:00 PM	Room 101	Interview
15. Mr. D. E. Copper	12/15/2000	12:00 AM	Room 101	Interview
16. Mr. F. G. Iron	12/15/2000	1:00 AM	Room 101	Interview
17. Mr. H. I. Steel	12/15/2000	2:00 AM	Room 101	Interview
18. Mr. K. L. Aluminum	12/15/2000	3:00 AM	Room 101	Interview
19. Mr. M. N. Titanium	12/15/2000	4:00 AM	Room 101	Interview
20. Mr. P. Q. Zirconium	12/15/2000	5:00 AM	Room 101	Interview
21. Mr. R. S. Niobium	12/15/2000	6:00 AM	Room 101	Interview
22. Mr. T. U. Molybdenum	12/15/2000	7:00 AM	Room 101	Interview
23. Mr. V. W. Technetium	12/15/2000	8:00 AM	Room 101	Interview
24. Mr. X. Y. Ruthenium	12/15/2000	9:00 AM	Room 101	Interview
25. Mr. Z. A. Rhodium	12/15/2000	10:00 AM	Room 101	Interview
26. Mr. B. C. Palladium	12/15/2000	11:00 AM	Room 101	Interview
27. Mr. D. E. Silver	12/15/2000	12:00 PM	Room 101	Interview
28. Mr. F. G. Gold	12/15/2000	1:00 PM	Room 101	Interview
29. Mr. H. I. Platinum	12/15/2000	2:00 PM	Room 101	Interview
30. Mr. K. L. Iridium	12/15/2000	3:00 PM	Room 101	Interview
31. Mr. M. N. Osmium	12/15/2000	4:00 PM	Room 101	Interview
32. Mr. P. Q. Iridium	12/15/2000	5:00 PM	Room 101	Interview
33. Mr. R. S. Platinum	12/15/2000	6:00 PM	Room 101	Interview
34. Mr. T. U. Gold	12/15/2000	7:00 PM	Room 101	Interview
35. Mr. V. W. Silver	12/15/2000	8:00 PM	Room 101	Interview
36. Mr. X. Y. Copper	12/15/2000	9:00 PM	Room 101	Interview
37. Mr. Z. A. Iron	12/15/2000	10:00 PM	Room 101	Interview
38. Mr. B. C. Steel	12/15/2000	11:00 PM	Room 101	Interview
39. Mr. D. E. Aluminum	12/15/2000	12:00 AM	Room 101	Interview
40. Mr. F. G. Titanium	12/15/2000	1:00 AM	Room 101	Interview
41. Mr. H. I. Zirconium	12/15/2000	2:00 AM	Room 101	Interview
42. Mr. K. L. Niobium	12/15/2000	3:00 AM	Room 101	Interview
43. Mr. M. N. Molybdenum	12/15/2000	4:00 AM	Room 101	Interview
44. Mr. P. Q. Technetium	12/15/2000	5:00 AM	Room 101	Interview
45. Mr. R. S. Ruthenium	12/15/2000	6:00 AM	Room 101	Interview
46. Mr. T. U. Rhodium	12/15/2000	7:00 AM	Room 101	Interview
47. Mr. V. W. Palladium	12/15/2000	8:00 AM	Room 101	Interview
48. Mr. X. Y. Silver	12/15/2000	9:00 AM	Room 101	Interview
49. Mr. Z. A. Gold	12/15/2000	10:00 AM	Room 101	Interview
50. Mr. B. C. Platinum	12/15/2000	11:00 AM	Room 101	Interview
51. Mr. D. E. Iridium	12/15/2000	12:00 PM	Room 101	Interview
52. Mr. F. G. Osmium	12/15/2000	1:00 PM	Room 101	Interview
53. Mr. H. I. Iridium	12/15/2000	2:00 PM	Room 101	Interview
54. Mr. K. L. Platinum	12/15/2000	3:00 PM	Room 101	Interview
55. Mr. M. N. Gold	12/15/2000	4:00 PM	Room 101	Interview
56. Mr. P. Q. Silver	12/15/2000	5:00 PM	Room 101	Interview
57. Mr. R. S. Copper	12/15/2000	6:00 PM	Room 101	Interview
58. Mr. T. U. Iron	12/15/2000	7:00 PM	Room 101	Interview
59. Mr. V. W. Steel	12/15/2000	8:00 PM	Room 101	Interview

Warrant	_____	_____	_____	_____
Sealant Gun	_____	_____	_____	_____
Materials	_____	_____	_____	_____

Algeria	1970	1.0
Algeria	1971	1.0
Algeria	1972	1.0
Algeria	1973	1.0
Algeria	1974	1.0
Algeria	1975	1.0
Algeria	1976	1.0
Algeria	1977	1.0
Algeria	1978	1.0
Algeria	1979	1.0
Algeria	1980	1.0
Algeria	1981	1.0
Algeria	1982	1.0
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Algeria	2018	1.0
Algeria	2019	1.0
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Algeria	2101	1.0
Algeria	2102	1.0
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Algeria	2105	1.0
Algeria	2106	1.0
Algeria	2107	1.0
Algeria	2108	1.0
Algeria	2109	1.0
Algeria	2110	1.0
Algeria	2111	1.0
Algeria	2112	1.0
Algeria	2113	1.0
Algeria	2114	1.0
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Algeria	2116	1.0
Algeria	2117	1.0
Algeria	2118	1.0
Algeria	2119	1.0
Algeria	2120	1.0
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Algeria	2163	1.0
Algeria	2164	1.0
Algeria	2165	1.0
Algeria	2166	1.0
Algeria	2167	1.0
Algeria	2168	1.0
Algeria	2169	1.0
Algeria	2170	1.0
Algeria	2171	1.0
Algeria	2172	1.0
Algeria	2173	1.0
Algeria	2174	1.0
Algeria	2175	1.0
Algeria	2176	1.0
Algeria	2177	1.0
Algeria	2178	1.0
Algeria	2179	1.0
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Algeria	2190	1.0
Algeria	2191	1.0
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Algeria	2195	1.0
Algeria	2196	1.0
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Algeria	2199	1.0
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Algeria	2201	1.0
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Algeria	2203	1.0
Algeria	2204	1.0
Algeria	2205	1.0
Algeria	2206	1.0
Algeria	2207	1.0
Algeria	2208	1.0
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Algeria	2217	1.0
Algeria	2218	1.0
Algeria	2219	1.0
Algeria	2220	1.0
Algeria	2221	1.0
Algeria	2222	1.0
Algeria	2223	1.0
Algeria	2224	1.0
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Algeria	2226	1.0
Algeria	2227	1.0
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Algeria	2297	1.0
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Algeria	2299	1.0
Algeria	2300	1.0
Algeria	2301	1.0
Algeria	2302	1.0
Algeria	2303	1.0
Algeria	2304	1.0
Algeria	2305	1.0
Algeria	2306	1.0
Algeria	2307	1.0
Algeria	2308	1.0
Algeria	2309	1.0
Algeria	2310	1.0
Algeria	2311	1.0
Algeria	2312	1.0
Algeria	2313	1.0
Algeria	2314	1.0
Algeria	2315	1.0
Algeria	2316	1.0
Algeria	2317	1.0
Algeria	2318	1.0
Algeria	2319	1.0
Algeria	2320	1.0
Algeria	2321	1.0
Algeria	2322	1.0
Algeria	2323	1.0
Algeria	2324	1.0
Algeria	2325	1.0
Algeria	2326	1.0
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Algeria	2328	1.0
Algeria	2329	1.0
Algeria	2330	1.0
Algeria	2331	1.0
Algeria	2332	1.0
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Algeria	2339	1.0
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Algeria	2342	1.0
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Algeria	2347	1.0
Algeria	2348	1.0
Algeria	2349	1.0
Algeria	2350	1.0
Algeria	2351	1.0
Algeria	2352	1.0
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Algeria	2375	1.0
Algeria	2376	1.0
Algeria	2377	1.0
Algeria	2378	1.0
Algeria	2379	1.0
Algeria	2380	1.0
Algeria	2381	1.0
Algeria	2382	1.0
Algeria	2383	1.0
Algeria	2384	1.0
Algeria	2385	1.0
Algeria	2386	1.0
Algeria	2387	1.0
Algeria	2388	1.0
Algeria	2389	1.0
Algeria	2390	1.0
Algeria	2391	1.0
Algeria	2392	1.0
Algeria	2393	1.0
Algeria	2394	1.0
Algeria	2395	1.0
Algeria	2396	1.0

Net asset values supplied by NatInvest Securities Limited as a guide only. See guide to London Share Service

[illegible]

2000 City F	28	41	76	71
Estimator Duml	112	-7	132	6
Inc.	23	+12	482	32
Comp Gen Prod	2025	+25	3125	2

[illegible]

Units _____
For & Carl SLIT Sp Inc.

[illegible]

1981 27

[illegible]

ST NEWS

STOCKS		STOCKS	
FTSE	25.11	1063.2-0.5	
ASX	58.18	755.0-0.0	
SP	5.59	787.4-0.4	
BP	10.03	1022.4-0.4	
BARCLAYS	10.57	1010.0-0.4	
HSBC	10.55	1058.0-0.4	
ICI	10.53	1040.0-0.4	
GLD	10.51	1040.0-0.4	

mini
REUTERS

BT PHILIPS
Network and Paper supplied by BT and Philips respectively

**mini
REUTERS**
The business database

Blair's	1271
Carroll	1051
Clark	1051
Clark	1051

Community Hospital	580
Dental	1
Dew Scientific	1
Entomology	17
Estate Products	1
Finance	1
Goldsworth Hills	123
Health	161
Health Tech	161
Industrial Tech	318
Insurance	3
Italian	3
Kirsch	26
Life Sciences	173
London Inc	173
Medical	173
Postgraduate AS	85
Primary Health	1
Sec of Ln 200	225
Quality Care Homes	387
School	280
School Health	481
Social Agencies	481
Spa & Resort	173
For U.S. Groups Inc	173

Tamark	2
Topnet Life Sales	25
UniChem	269

	Notes	Price
Airsprung	2 1/2	269 1/2
Alba	2 1/2	227 1/2
Arcanus	1 1/2	178 1/2
Arcturion Trust	2 1/2	268 1/2
B.P. Annet	147 1/2	258 1/2
Black P.	2 1/2	255 1/2
Calderium	2 1/2	27 1/2
Charcoal Chain	2 1/2	207 1/2
Colours & F.	2 1/2	120 1/2
Compound Paper	2 1/2	277 1/2
Crestion Nest	2 1/2	112 1/2
Edwin	2 1/2	61 1/2
Enamel	2 1/2	258 1/2
Germany	2 1/2	130 1/2
Italy	2 1/2	258 1/2
Poland	2 1/2	130 1/2

Notes	Price	+ or -	h
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182	58.5	2.0
170	113.5	1.2
170	38.5	0.8
170	3.75	4.2
170	77.5	5.3
170	2.0	2.0
170	77.7	2.1
170	38.5	2.1
170	75.7	1.0
170	5.47	4.5
170	7.35	12.1
170	4.5	-
170	4.5	-
170	1.5	1.5
170	6.7	2.8
170	4.75	4.0
170	4.5	3.5
170	91.3	2.4
170	188.1	2.1
170	28.4	1.0
170	3.3	3.2
170	2.1	-
187.5	53.1	5.3

Osborne & Little	700
Parson Zoch	472
A M V	622

203	22.5	1.3	1.3
193	15.0	1.3	1.3
500	3.62	1.3	1.3
142	5.0	1.3	1.3
274	3.1	1.3	1.3
247	11.7	1.3	1.3
175	13.2	1.3	1.3
164	12.4	1.3	1.3
143	1.3	1.3	1.3
11	1.3	1.3	1.3
168	14.1	1.3	1.3
75	13.0	1.3	1.3
102	1.3	1.3	1.3
81	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
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102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
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102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
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102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	1.3
102	2.8	1.3	

INV TRUSTS SPLIT CAPITAL

[illegible]

2000 City P	2000 City P	2000 City P	2000 City P	2000 City P
Exterior Duct	Exterior Duct	Exterior Duct	Exterior Duct	Exterior Duct
Inc	Inc	Inc	Inc	Inc
2000 City P	2000 City P	2000 City P	2000 City P	2000 City P

[illegible]

Florida Power & Light	575	745	54
Units	192	208	176
Zero City Pt	135	135	118
	+14		

John Day Jr.	27
John Day Jr.	28
John Day Jr.	29
John Day Jr.	30
John Day Jr.	31
John Day Jr.	32
John Day Jr.	33
John Day Jr.	34
John Day Jr.	35
John Day Jr.	36
John Day Jr.	37
John Day Jr.	38
John Day Jr.	39
John Day Jr.	40
John Day Jr.	41
John Day Jr.	42
John Day Jr.	43
John Day Jr.	44
John Day Jr.	45
John Day Jr.	46
John Day Jr.	47
John Day Jr.	48
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John Day Jr.	100

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$\frac{1}{n} \sum_{i=1}^n x_i$

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॥ श्रीगणेशाय नमः ॥
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 ॥ श्रीगणेशाय नमः ॥

Category	Value
1. General	100
2. Specific	100
3. Detailed	100
4. Comprehensive	100
5. Exhaustive	100
6. Thorough	100
7. In-depth	100
8. Extensive	100
9. Broad	100
10. Wide	100
11. Deep	100
12. Broad	100
13. Wide	100
14. Deep	100
15. Broad	100
16. Wide	100
17. Deep	100
18. Broad	100
19. Wide	100
20. Deep	100
21. Broad	100
22. Wide	100
23. Deep	100
24. Broad	100
25. Wide	100
26. Deep	100
27. Broad	100
28. Wide	100
29. Deep	100
30. Broad	100
31. Wide	100
32. Deep	100
33. Broad	100
34. Wide	100
35. Deep	100
36. Broad	100
37. Wide	100
38. Deep	100
39. Broad	100
40. Wide	100
41. Deep	100
42. Broad	100
43. Wide	100
44. Deep	100
45. Broad	100
46. Wide	100
47. Deep	100
48. Broad	100
49. Wide	100
50. Deep	100

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LONDON STOCK EXCHANGE

Shares hit all-time highs after policy shift

MARKET REPORT

By Steve Thompson,
UK Stock Market Editor

The decision by the new Labour government to effectively cede interest rate decision-making to the Bank of England triggered an explosion of big gains across equities and gilts yesterday.

The shift of policy on interest rates overshadowed the chancellor's decision to lift UK interest rates by 25 basis points after bringing forward his scheduled meeting with Mr Eddie George, governor of the Bank of England, which had been scheduled for today.

When the dust settled on a day of intense activity in stock markets, the FTSE 100 was left with a gain of 63.7 at a new record closing high of 4,519.3, after hitting an intra-day peak of 4,526.6.

The most startling advances in the stock market came in gilts where longer dated issues rose by an almost unprecedented 4 1/2 points, with 10-year stocks up by more than 2 points.

The gains in medium and smaller-sized stocks were nothing like as good as those in the leaders. The FTSE 250 finished a net 22.1 ahead at 4,520.2, but remained over 200 points shy of its all-time intra-day and closing levels.

Similarly, the SmallCap index nudged up 5.7 to 2,301.2, around 75 points off its previous record.

The only slight disappointment for the market was that the equity market's excellent performance was not matched by a substantial increase in the volume of retail business transacted.

Turnover at the 6pm cut-off point was 761.8m shares, well up on usual levels for the first trading session in the week, but still disappointing on a day when the FTSE 100 moved up 1.4 per cent to a new record close.

Adding substance to a splendid session for shares were the big gains scored by stocks on Wall Street where the Dow Jones

Industrial Average climbed over 230 points on Friday and Monday, hitting new record closes in the process.

Wall Street came in strongly again yesterday, the Dow posting a 20-point advance shortly after the start of trading and adding to London's strength.

When the news of the interest rate rise and the shift of interest rate policy became known, equity marketmakers, stunned by the extent of the early advances in gilts, had no option but to hoist prices.

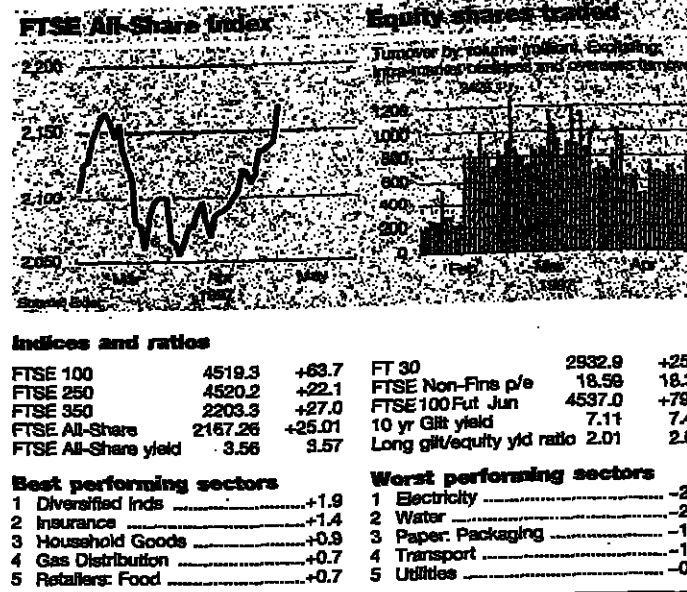
Even then, a flurry of sustained overseas buying propelled share prices even further, especially in the financial sectors,

which traditionally react positively to strong bond markets.

Sterling also hit a new high on the Bank of England's index against a basket of leading currencies, before easing towards the close. There were worries across the stock market about the potential damage of a rampant pound to big overseas earners.

Of the handful of losers in the FTSE 100 the majority were overseas earners.

Marketmakers expected renewed overseas support for UK markets. One senior trader said 4,700 on the FTSE 100 was "eminently achievable in the short term".



Banks lifted by gilts

By Peter John,
and Joel Kibazo

Banking stocks flew with the prevailing market wind as yesterday's interest rate hike combined with an almost shockingly impressive performance by government bonds.

Prior to the 25-basis point rate rise which enabled the banks to improve their margins. And the decision by the Halifax, which dominates the mortgage market, to lift its key rate by 35 basis points suggested the banks will follow suit shortly.

Secondly, long gilt yields tumbled 40 basis points, sending prices sharply higher.

Charts show that the yield relative on the banking sector sticks closely to the yield on UK long-dated bonds.

The bank/bond correlation reflects the view that high priced, low yielding gilts anticipate a benign inflationary environment that will counteract every banker's nightmare - had debts.

Also, Credit Lyonnais Laing, the stockbroker, argues that if the sector merely tracks the broad market dividend growth will outperform strongly because of sound fundamentals.

Bank of Scotland lifted 16% to 392 1/2, Barclays 46% to 311.91% and National

Westminster 23% to 751P.

A clutch of broker's recommendations helped boost engineering and automotive group GKN. The shares improved 6 to 963 1/2.

The list of positive brokers was said to include Lehman Brothers, thought to have set a current year share price target of 1050P.

Charterhouse Tilney is even more bullish with a price target of 111.70P.

Urging investors to buy the stock, the broker said: "GKN's cash offer for Slater Metals [announced last week] represents a significant investment in a production process that is growing at 10 per cent per annum.

GKN will be twice the size of its nearest competitor in this field and the only global supplier with a full range of R&D manufacturing capabilities.

"This reinforces our view that GKN is a premium stock with growth potential in all three divisions."

In the rest of the sector, British Aerospace bucked the strong market trend to close 11 off at 1285 1/2, on fears about the future of the Eurofighter project.

B&E remains one of the main contractors on the project. Sentiment in B&E was also weakened by the strength of sterling, the group being one of the UK's leading exporters.

Currency was also a factor in the decline of several other stocks. They included TI Group, which closed 2 1/2 higher at 542 1/2 and T&N, 1 1/2 off at 134 1/2.

News of an order boosted Rolls Royce, 4 up at 249P.

The order came from Royal Netherlands Navy, which placed its second S1m order in a year for four S1m SMIC engines.

Rolls-Royce will begin delivery of the engines next year, plus another four that were previously ordered.

The engines will be used to power air defence frigates. Zeneca moved forward 38 1/2 to 219.14P as the company announced a two-year research collaboration with the University of California, Irvine.

The aim is to discover new immunosuppressive drugs, which would be used in prevention organ or tissue rejection following surgical transplants, and for treating auto-immune diseases such as rheumatoid arthritis, multiple sclerosis and diabetes.

Elsewhere among pharmaceuticals, Glaxo firmed 9 to 112.02P.

FT 30 INDEX

Index	Value	Change
FT 30	2203.3	+27.0
Ord. ind. yield	3.75	3.80
P/E ratio	17.08	17.47
P/E ratio	17.08	17.47

FT 30 hourly changes

Time	Value	Change
09.00	2203.3	+27.0
10.00	2203.3	+27.0
11.00	2203.3	+27.0
12.00	2203.3	+27.0
13.00	2203.3	+27.0
14.00	2203.3	+27.0
15.00	2203.3	+27.0
16.00	2203.3	+27.0

FTSE 100

Index	Value	Change
FTSE 100	4519.3	+63.7
FTSE 250	4520.2	+22.1
FTSE 350	2203.3	+27.0

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Goldman Sachs reiterated its support following the company's research and development meeting on Friday.

BP rose 29 at 732 1/2 after the group reported first-quarter results at the top end of analysts' expectations.

The results, showing replacement cost profit before exceptional items at 275m, compared with analysts' forecasts of between 250m and 270m. Analysts were edging up full-year forecasts to about 27.7m.

BSkyB topped the equity premier league yesterday with the shares boosted 28 1/2 to 595 1/2 by news of a joint venture with Matsushita Electric Industrial of Japan.


Matsushita will join BSkyB, BT and Midland Bank in setting up a venture to sell set-top box adapters for digital television broadcasting.

The new company will market set-up boxes in Britain, where land-based digital broadcasting will begin in the second half of this year.

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

Rockwell leads the world in integrated data/fax/voice modem products.



<http://www.rockwell.com>

Rockwell is the world leader in integrated data, fax and voice modem products. Our products are designed to provide the highest performance and reliability in the industry. We offer a wide range of products to meet your needs, including:

- Modems:** High-speed data modems for reliable communication.
- Fax Modems:** Integrated fax and data capabilities for efficient business communication.
- Voice Modems:** High-quality voice communication for clear and reliable calls.

Rockwell's products are designed to be easy to use and integrate with your existing systems. We provide comprehensive technical support and training to ensure you get the most out of our products.

Country	City	Phone	Fax	Telex	Internet
AFRICA	South Africa	011 234 5678	011 234 5679	011 234 5680	011 234 5681
ASIA	Japan	03 123 4567	03 123 4568	03 123 4569	03 123 4570
EUROPE	Germany	030 123 4567	030 123 4568	030 123 4569	030 123 4570
AMERICA	USA	212 123 4567	212 123 4568	212 123 4569	212 123 4570
OCEANIA	Australia	02 123 4567	02 123 4568	02 123 4569	02 123 4570

INDICES

[illegible]

	May 6	May 8	May 2	1957	
				High	Low
Japan					
1948	1588.13	(*) 1467.53	1685.13	95	3388.62 104
Comp (24/158)	1710.04	(*) 1585.87	1821.58	94	1618.50 134
Comp (24/158)					
Comp (24/158)	1690.00	1684.97	1697.06	127.15 25.2	1695.51 234
India					
Mar 1978		(*) 3764.88	3638.88	25.2	3388.46 21
1948					
1948	985.1	980.1	992.2	88.23 95	738.00 21
1948	529.2	528.2	528.2	95	428.00 21
1948					
1948	2305.24	2276.51	2277.53	2440.21 20.1	2207.88 14
1948					
1948	1858.14	1855.16	1946.08	1941.49 20.2	1630.03 21
1948					
1948	2788.57	2736.42	2893.65	2891.60 3.2	2685.65 25
1948					
1948	2769.57	2808.11	2840.11	2888.11 5	2716.57 21
1948					
1948	486.57	480.57	483.13	573.03 17.2	478.04 234
1948					
1948	1212.14	1205.17	1181.5	1688.10 27.2	1181.50 25
1948	898.14	895.14	898.15	898.15	768.50 21
1948					
1948	701.57	(*) 709.10	729.10	14.2	611.05 71
1948					
1948	524.21	523.85	(*) 525.85	5.5	434.54 21
1948					
1948	2717.1	2712.5	2725.0	2682.40 10.5	2728.50 21
1948					
1948	2368.29	2362.52	2343.64	2338.62 5.5	1875.95 131
1948	1667.17	1662.52	1658.00		1376.14 51
1948					
1948	6294.27	6259.43	6167.20	6081.72 25.4	6044.75 18
1948					
1948	642.28	(*) 650.10	658.67	22.1	543.28 25
1948					
1948	1432.00	1382.00	1421.50	1694.00 15.5	866.00 21
1948					
1948	624.67	665.1	680.24	65.5	794.00 21
1948					
1948	2289.32	(*) 2247.25	2288.32	9.5	1883.00 21
1948	1851.35	1857.37	1874.61	1856.35 6.5	1382.50 21
1948	367.14	367.14	367.14	20.1	281.14 234
1948	174.08	174.05	173.40	181.33 20.2	159.74 31

S INDICES

Company	May 5	May 2	May 1	1987 Low	High	Sho. completion %	
Atlantic	721.48	707.20	697.48	721.48	639.58	721.48	41.22
					(114)	(554)	(87)32
Bonds	191.38	191.38	191.75	193.83	191.38	191.75	54.58
					(144)	(107)33	(10)81
Port	2624.01	2605.83	2544.18	2624.01	2222.07	2605.83	13.23
					(68)	(91)	(87)32
	226.52	220.72	216.48	240.85	226.47	226.48	18.53
					(254)	(175)33	(87)32
Ind. Day's High	7338.15	7318.41	7318.41	7338.15	6855.54	7318.41	
Low	7215.29	707.72	707.72	707.72	(6)2383	(4)2383	
Standard and Poors							
	830.24	812.97	788.93	830.24	737.91	830.24	4.40
					(91)	(552)	(10)52
Atlantic	976.55	954.41	933.77	976.55	865.42	976.55	3.92
					(114)	(554)	(87)32
Port	65.86	62.61	60.55	67.25	60.75	62.55	7.13
					(10)3	(91)	(10)52
	431.43	422.97	415.71	431.43	389.47	431.43	4.84
					(114)	(554)	(87)32
Corp.	572.58	568.59	558.50	580.63	541.25	572.58	5.24
					(91)	(552)	(10)52
Am. Gas	1308.24	1309.33	1270.50	1308.24	1261.00	1308.24	5.87
					(221)	(94)	(221)67
RATIOS							
		May 2					
Jones Ind. Div. Yield		1.73		1.82	1.82	2.21	
P Ind. Div. yield		1.75		1.80	1.82	1.86	
P Ind. P/E ratio		22.89		22.19	21.85	21.60	
NEW YORK ACTIVE STOCKS							
Day	Stocks traded	Close	Change	● TRADING ACTIVITY			
Net	5,184,200	44	+1/4	May 5	May 2	May 1	
Trans.	9,781,200	284	-1/4	New York Stock	562,578	694,731	683,712
					3,338	3,532	3,232
Vol.	5,424,000	394	-3/4	NASDAQ	847,810	728,477	655,482
Vol.	4,178,500	334	+2 1/2				
Vol.	4,519,500	316	+2	NYSE Traded	2,262	1,941	2,032
Vol.	3,827,300	356	+2 1/4	Time	1,874	2,129	1,683
Vol.	3,692,200	334	+3/4	Time	804	462	1,028
Vol.	3,773,000	304	+1/4	High	120	186	75
Vol.	3,583,000	394	+1/4	Low	11	17	28
Open	Open	Latest Change	High	Low	Est. Vol.	Open Int.	
SP 500							

2.94	-0.02	3.11	0.5
0.79	+0.02	-0.83	0.7
3.71	+0.08	4	2.8

[illegible]

25.50	+ .40	43	22.30
16.60	- .40	28.50	14.60
3.75	+ .05	4.80	3.90
Total		107.50	107.50

[illegible][illegible]



Have your FT

Port

Have your Port wine by the glass or bottle. It's the perfect accompaniment to your evening meal. And it's the perfect accompaniment to your evening meal. And it's the perfect accompaniment to your evening meal.

هكذا من الأحمق

NASDAQ NATIONAL MARKET

1 am close 44m

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<div> <div>EASDAQ</div> <div> EASDAQ is a fully regulated independent pan-European Stock Market focused on high growth companies with international aspirations. The shares of companies on the EASDAQ Stock Market can be bought and sold through EASDAQ Members. EASDAQ Members are made up of Brokers and Dealers from across Europe. </div> </div>											
Company	Latest price	Change	Volume	High	Low	Company	Latest price	Change	Volume	High	Low
ActivCard	US\$7.125	3000	0.25	7	5	Esper Telecom ADS	US\$5.875	-0.125	1000	12.25	5.875
ActivNet Systems	US\$10.375	8025	11	9.5		Immaginetec	US\$11.875		13150	12.75	10.375
Advent Systems	FF16	222518	18	18		Master Internet	US\$4	-0.375	5700	11.75	11.25
Advent Systems ADS	US\$7.875	-0.125			15.875	US\$4		0	5.125	4.25	

US shares continue to peak

Nestlé figures prompt Zurich profit-taking

AMERICAS

Continued optimism helped consolidate gains in the Dow Jones Industrial Average after its all-time high on Monday. Blue chip gains pushed the leading indicator up 26.49 to 7,241.76, versus 7,241.76 in New York.

Otherwise, trading was more mixed. The technology-driven Nasdaq composite index appeared to fall victim to profit takers, while the more broadly-based S & P 500 eased 0.36 to 829.93.

Mr Michael Metz, chief investment strategist at Oppenheimer & Co, said that there seemed no immediate sign of an end to the optimism.

Boeing

Shares price and index (rebased)

Source: DataStream

ism that had seen stocks rebound from a spring dip. "It's sort of a mania at the moment. It's really beyond any fundamental criteria."

However, Mr Laszlo Birinyi, president of Birinyi Associates, said there was no reason why the leading average should not rise to 8,000 later this year. "It's not so much the business cycle as the cycle of psychology. People want to make money and the market is providing them with an opportunity to do so at the moment," he said.

Consumers' groups and cyclical groups appeared to be providing most of the momentum.

CVRD sale suspended

SAO PAULO traded sharply higher as the delayed privatisation of Cia Vale do Rio Doce, the state miner, finally got under way. The market remained strong at mid-session, in spite of the suspension of the auction as government lawyers examined a court injunction, issued by a regional tribunal in Rio de Janeiro.

At noon, the Bovespa index was 355 or 2.6 per cent higher at 10,249.

The injunction arrived with bidding at R\$30.20 a share, compared with a minimum price of \$26.67.

South Africa hits new peak

Johannesburg moved up to best-ever levels, but volume was dull and traders said the market did little more than tick over outside of a handful of leaders.

At the close, the all-share index was up 21.6 to a new peak of 7,212.0.

The broader market was far more pedestrian. Industrials gained 5.3 to

Procter & Gamble was up \$1% at \$131.45 and Du Pont rose \$1% to \$109.94. Boeing rose 3% to \$100% while General Motors added \$1%, or 2 per cent, to \$69.4.

Mr Metz said the desire to participate had led to a knock-on effect on the secondary markets with investors looking for value in the smaller capitalised stocks, which were moderately higher.

The Nasdaq index fell 7.82 to 1,331.42 by mid-session, a decline that followed a strong resurgence over the previous week. Among stocks hit by profit-taking were Microsoft, down 2% at \$117.45 while Intel, the largest semiconductor manufacturer, fell 2% to \$159.75.

NYSE volume was heavy at 363.52m shares.

TORONTO moved lower, the Bre-X Minerals scandal casting a deep shadow. At noon, the 300 composite index was off 18.85 at 6,131.90.

Traders watched in awe as the Bre-X shares collapsed to a point where they almost disappeared entirely. By the end of the morning the stock was changing hands at just 7 cents, down C\$3.16, in volume of 43m shares.

At their peak last year, the shares stood at C\$38.65.

Minorca Resources, which has a royalty interest in Bre-X's fraudulent Indonesian gold deposit, traded down to 93 cents, a fall of C\$1.10.

Among leading stocks, Barrick Gold added 30 cents to C\$32.55 and Placer Dome put on 45 cents to C\$24.60.

This partly reflected a flight to quality among mining investors, said one broker.

CARACAS traded higher as it followed the fortunes of CANTV, the telecommunications monopoly that began rallying last week after it posted solid first quarter results.

The IBC index was 71.06 or 1.1 per cent higher at 6,522.12 by mid-session as CANTV class D shares rose 60 bolívares to 3,300.00 bolívares, a 15.4 per cent rise over their level a week earlier.

Brokers said that CANTV appeared to be in strong demand by one foreign hedge fund that was frantically scooping up the share.

8,568.7 and golds added 6.6 to 1,212.2.

A number of leaders such as Amic, Minorco and Anglo American gained ground but there were plenty of weak spots, notably Edgars, the fashion chain that is part of the South African Breweries group.

Disappointing results left Edgars down R4.75 at R110.

EUROPE

With bonds and the dollar off their best, traders took profits. Zurich closed after four successive record closing highs, prompted by disappointing first-quarter sales figures from Nestlé.

The SMI index closed 41.3 lower at 4,988.4. Nestlé gave up SFr40 to SFr1,802 after the group's 18.7 per cent rise in first-quarter sales failed to match analysts' expectations of a currency-related rise of at least 20 per cent.

Against the trend, Roche certificates managed a SFr20 rise to SFr12,710 after the group repeated its profit expectations for 1997.

Shares in the Swiss National Bank continued their meteoric, if mysterious, rise, jumping 21 per cent on the day on top of Monday's 45 per cent surge, which took gains since the start of April to 248 per cent.

The bank said that it saw no reason for the gains, which it attributed to speculative demand, exacerbated by the thin market in which the shares were traded.

Analysts pointed, however, to a local press report that mentioned rumours that the bank might be about to make some form of offer to small shareholders. There were also suggestions that the stock had been

Tokyo surges 3.4% to regain 20,000 point level

ASIA/PACIFIC

Encouraged by New York's record gains overnight and interest in NTT, the telecommunications leader, TOKYO surged 3.4 per cent in heavy volume to regain the 20,000 point level for the first time since last December, writes *Gwen Robinson*.

The Nikkei 225 average jumped 686.17 to 20,180.92 after moving between 19,618.76 and 20,222.52. Strong performances by high-tech issues on Wall Street prompted investors to seek similar issues in Tokyo, closed on Monday for a national holiday, from the outset.

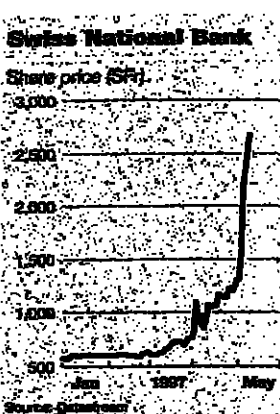
Active buying by foreign investors and securities houses drove up carmakers, among other blue-chip winners, and NTT, which is to be included shortly in the Morgan Stanley Capital Index. However, some analysts warned that much of yesterday's buying was due to technical factors that would not support the market at higher levels without concrete incentives.

Volume ballooned from Friday's 487m shares to an estimated 715m. Advances led declines 1,092 to 81, with 78 unchanged. The Topix index of all first-section stocks added 41.60 to 1,509.13 and the capital-weighted Nikkei 300 was up 8.41 at 293.64.

NTT rose Y27,000 to Y97,000, after breaching the Y1m level in earlier trading for the first time since February 1994.

Among blue-chip exporters, Sony added Y140 to Y9,590, after a record intraday high of Y9,590, and Toyota finished at an all-time high of Y4,080, up Y220. The carmaker is expected to announce record earnings for the year to March later this month. Honda advanced Y80 to Y4,080.

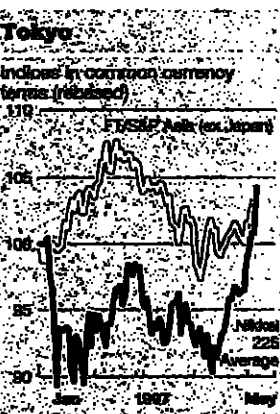
Matsushita Electric Industrial rose Y120 to Y2,270 after



tipped by a small newsletter. SNB shares finished SFr480 higher at SFr2,645, after a day's peak of SFr3,000.

FRANKFURT sailed over the 3,600 level at one point but brokers were conscious that the Dax index had been trading under 3,400 a week earlier, and the key index came back from a high of 3,612.46 to close 17.17 lower at 3,548.52.

There were still strong points, noted Ms Barbara Altmann at B Metzler. Veba, the electricity, oil and chemicals combine, produced a 7 per cent gain in first-quarter profits against the 5 per cent Metzler expected, and the shares led the Dax up with a gain of DM2.72 or 8 per cent at DM92.92.



an intra-day high of Y2,280, on reports that the company plans to enter the digital television broadcasting business in Britain through a link with Rupert Murdoch's BSkyB.

Among other electrical and high-tech winners TDR rose Y120 to Y9,400, Canon Y100 to Y3,270 and Hitachi Y70 to Y1,300.

Large-capital steelmakers rose more than 4.5 per cent as a group, on expectations that they would soon raise their product prices due to the yen's recent weakness against the dollar.

Nippon Steel added Y12 to Y387 in the day's heaviest volume of 28m shares. NKK Corp rose Y11 to Y286 and Kawasaki Steel by Y5 to Y387.

In Osaka, the OSE average leaped 623.77 to 21,192.05 and volume swelled to 57.2m shares. In London, the ISE/Nikkei 50 index climbed 0.37 to 1,624.39.

HONG KONG extended its powerful advance into a fifth consecutive session as Wall Street's overnight performance swept local prices higher. The Hang Seng index jumped 180.00, or 1.3 per cent, to 13,579.92, off an intraday high of 13,679.92, for a five-day rally of 7.8 per cent.

Turnover climbed to HK\$15.4bn, the fourth heaviest ever.

Lufthansa, 69 pf higher at DM26.49, took its gains to over 30 per cent in just over two weeks, in the run up to today's earnings press conference at which some analysts expected the airline to announce a swing to a pre-tax profit in the first quarter of 1997.

However, lower profits at SGL Carbon were greeted with a fall of DM8.50 or 3.4 per cent to DM24.00. Deutz fell 50 pf or 2.9 per cent to DM16.50 although the engine builder forecast further recovery in 1997. Sentiment took over from fundamentals at SAP, the software group's profits falling DM120.60 or 3.3 per cent to DM314.50 in the wake of the insider dealing furore.

PARIS moved lower in dull volume, unsettled by opinion polls suggesting that the left had drawn level with the ruling coalition in the French election race.

Equities tracked a downturn for both bonds and the franc. "In the circumstances we probably did well to finish 11 points off the day's low," said one broker. The CAC 40 closed down 29.91 at 2,651.93 in 9.5m volume.

There were few strong corporate stories. Carrefour shed FFr72 to FFr3,688 after disappointing sales and Total's turnover figures also sparked selling. The oil giant

FTSE Actuaries Share Indices

May 6	May 5	May 4	May 3	May 2	May 1	Apr 30	Apr 29	Apr 28
FTSE Actuaries 100	2291.78	2291.82	2291.39	2292.49	2293.88	2292.91	2293.17	2293.32
FTSE Actuaries 200	2312.30	2314.17	2313.39	2320.81	2320.01	2320.35	2320.22	2325.75

came off FFr6.20 to FFr484.30. Bancaire lost FFr18 to FFr753 following a downgrade from hold to lighten by SBC Warburg.

Peugeot, which stood at FFr660 in March, continued to rally in an otherwise dull motor sector, adding FFr26 at FFr614. Saïta jumped FFr4.50 to FFr206.50 as the tobacco group's shares responded to the latest news on health litigation from the US courts.

AMSTERDAM notched up a record close but traded very narrowly in low volume. PolyGram provided the day's main spark and there was a solid gain at Ahold.

The AEX index ended up 2.19 at 781.76 having traded within a range of just eight points during the session.

Ahold rose F12.00 to F1142 after the retailer turned in first-quarter like-for-like sales growth of 17 per cent. But PolyGram led the pack, jumping F12.70 or 2.8 per cent to F199.40. Royal Dutch

continued to rally, adding F15.50 to F1355.60 for a two-day gain of 3.1 per cent.

MILAN turned higher, taking its lead from Wall Street and as hopes were revived of a cut in domestic interest rates. The Comit index picked up 5.82 to 777.69.

Flat added L103 to L5,798 after the company said it believed that the Italian car market rose more than 40 per cent in April.

HPI eased L5.4 at L873 as it continued to be penalised by the failed merger with Marzotto.

Mediobanca rose L124 to L10,385, recovering from Monday's sharp fall after the failure of the HPI-Marzotto deal, while Marzotto jumped L546 to L12,875.

Ifil, the Agnelli family holding company, added L239 at L5,173 after it said it had signed agreement to form a long-term Italian distribution alliance between its Rinascente unit and France's Auchan.


Written and edited by William Cochrane, Michael Morgan and Jeffrey Brown

FTS&P ACTUARIES WORLD INDICES

The FTSE Actuaries World Indices are owned by FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by FTSE International and Standard & Poor's in conjunction with the Faculty of Actuaries and the Institute of Actuaries. NatWest Securities Ltd. was a co-founder of the indices.

REGIONAL AND NATIONAL MARKETS										DOLLAR INDEX									
Figures in parentheses show number of lines of stock	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency % chg on day	Gross Div. Yield	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Currency % chg on day	2 week low	52 week low	52 week high	low (approx)		
Australia (79)	227.77	-0.4	200.82	182.50	205.10	154.11	0.1	3.92	228.73	-0.5	183.24	205.54	169.92	228.73	188.44	210.11			
Austria (24)	181.47	0.0	195.97	184.40	193.40	183.24	0.2	1.94	181.40	199.20	143.52	183.01	162.94	188.04	177.04	185.47			
Belgium (24)	243.64	0.0	222.83	198.21	218.49	214.70	0.2	1.33	243.65	223.24	185.19	218.95	214.34	243.65	209.95	207.35			
Brazil (20)	246.06	-1.0	246.06	197.15	221.56	182.05	-0.1	1.56	246.06	209.12	169.12	209.12	155.22	246.06	157.22	157.22			
Canada (114)	198.23	0.8	181.30	156.83	178.49	138.34	0.8	1.96	198.64	180.17	157.53	176.71	146.84	203.31	154.12	161.85			
Denmark (32)	261.69	0.2	330.80	289.80	325.88	324.60	0.5	1.59	306.05	303.83	289.09	324.28	323.01	378.98	281.98	296.24			
Finland (29)	260.94	0.2	238.65	209.07	234.98	228.21	0.8	1.59	260.29	238.46	202.62	233.90	224.31	296.89	183.08	187.72			
France (81)	218.19	0.2	210.78	171.5	211.5	211.5	1.4	2.94	218.19	207.12	169.12	209.12	169.12	218.19	157.22	157.22			
Germany (57)	204.82	1.6	187.14	183.98	184.25	184.25	1.9	1.53	201.32	184.45	161.28	180.91	168.01	205.75	164.47	147.44			
Hong Kong (96)	175.23	2.1	437.39	383.17	430.62	475.65	2.1	3.16	408.55	429.30	375.95	421.05	408.05	514.49	407.55	422.36			
Indonesia (27)	227.17	1.5	307.77	182.02	204.56	338.09	1.3	1.82	223.75	205.01	178.25	201.77	178.25						
Ireland (16)	333.85	-0.1	333.85	287.39	300.43	315.65	0.0	3.03	333.85	287.39	287.39	287.39	287.39	343.30	270.08	273.95			
Italy (89)	36.28	0.1	80.74	70.73	78.49	112.88	0.0	2.20	88.20	80.81	70.86	78.28	71.84	96.32	73.26	83.31			
Japan (489)	115.84	0.0	108.68	95.92	107.01	95.92	0.0	0.82	116.08	108.90	95.22	106.81	95.22	104.01	107.57	101.04			
Malaysia (107)	558.21	-0.1	492.25	431.23	484.63	519.55	-0.2	1.21	558.21	492.25	431.23	484.63	492.25	558.21	492.25	492.25			
Mexico (27)	1352.52	0.2	1237.02	1083.68	1217.87	1082.33	0.0	1.24	1350.38	1237.27	1081.80	1214.99	1082.33	1446.81	1105.13	1233.83			
Netherlands (19)	338.10	0.8	325.90	285.52	303.04	316.63	1.1	2.47	352.32	323.27	282.65	317.05	311.11	351.17	279.98	288.72			
New Zealand (14)	85.44	-0.8	78.15	68.48	78.94	68.95	-0.3	0.31	88.00	78.78	69.09	77.28	66.08	95.50	75.94	82.74			
Norway (41)	298.39	0.3	271.08	237.47	265.88	286.21	1.4	2.12	298.39	271.08	237.47	265.88	271.08	298.39	237.47	246.06			
Philippines (29)	184.31	4.8	160.27	131.85	147.95	215.00	4.7	0.88	194.84	143.70	125.65	140.94	120.15						
Singapore (43)	374.58	1.4	342.58	300.13	327.29	240.52	1.3	1.13	369.51	338.58	292.02	332.05	248.21	440.81	308.08	435.82			
South Africa (44)	264.29	0.5	335.18	291.88	329.02	354.94	0.7	2.37	262.32	331.97	290.25	325.58	325.58	370.12	301.49	382.17			
Spain (35)	234.90	2.3	214.84	188.21	212.52	258.88	2.5	2.02	234.90	214.84	188.21	212.52	214.84	234.90	188.21	212.52			
Sweden (46)	434.76	0.8	388.49	340.34	382.48	408.01	1.9	2.10	421.49	386.09	337.59	378.87	448.84	448.84	343.26	342.72			
Switzerland (26)	278.03	1.2	251.54	220.35	247.64	251.72	1.5	1.21	284.04	271.15	244.25	248.10	275.02	275.02	233.28	237.81			
Thailand (43)	75.86	0.1	69.22	60.64	68.15	76.63	0.0	4.08	75.86	69.22	60.64	68.15	69.22	75.86	60.64	68.15			
United Kingdom (211)	298.56	0.2	282.09	228.80	258.03	282.09	0.0	3.75	298.56	282.09	228.80	258.03	282.09	298.56	228.80	258.03			
USA (853)	338.17	2.1	307.47	289.33	302.70	336.17	2.1	1.81	338.19	307.47	289.33	302.70	336.17	338.19	279.49	282.10			
Americas (241)	307.12	2.0	280.90	248.08	276.55	258.61	2.0	1.81	301.08	275.87	241.21	270.57	253.47	307.12	233.09	236.69			
Europe (758)	228.05	0.7	228.05	228.05	228.05	228.05	0.0	0.70	228.05	228.05	228.05	228.05	228.05	228.05	228.05	228.05			
Nordic (150)	398.09	0.6	327.57	295.72	332.34	371.58	1.4	1.94	398.09	332.31	295.72	332.34	371.58	398.09	295.72	332.34			
Pacific Basin (893)	137.86	0.2	130.08	110.48	124.14	108.55	0.2	1.34	137.86	130.08	110.48	124.14	108.55	137.86	110.48	108.55			
Europe-Pacific (609)	184.75	0.3	188.88	148.03	168.98	158.14	0.5	2.10	183.91	188.88	147.33	158.27	158.29	191.51	173.55	187.43			
North America (570)	337.69	2.1	298.70	282.56	285.08	327.02	2.1	1.82	321.07	298.10	277.21	288.82	327.69	337.69	246.85	285.83			
Europe Ex. UK (615)	225.17	0.9	205.84	184.01	202.75	218.26	1.2	2.10	225.17	205.84	184.01	202.75	218.26	225.17	184.01	202.75			
Pacific Ex. Japan (388)	298.72	0.9	273.21	238.36	268.98	299.98	1.0	2.83	298.12	273.22	237.32	266.10	257.32	320.65	269.97	293.43			
World Ex. US (1824)	188.42	0.5	172.35	150.97	161.68	162.22	0.5	2.29	187.57	171.88	150.26	160.85	151.93	194.41	176.94	188.48			
World Ex. UK (2208)	230.86	1.4	210.59	184.85	207.72	207.07	1.4	1.78	227.80	205.83	182.53	204.83	204.83	230.86	184.85	207.03			
World Ex. Japan (1992)	298.05	1.5	269.86	236.41	265.88	288.13	1.5	2.17	298.05	269.86	236.41	265.88	288.13	298.05	236.41	265.88			
The World Index (2477)	235.48	1.2	215.37	188.68	212.04	212.17	1.3	1.95	235.81	215.37	188.34	209.02	200.46	258.98	192.32	210.94			

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REPUBLIC OF GHANA

DIVESTITURE OF STATE-OWNED ENTERPRISES

GIHOC PWALUGU CANNERY

The Government of Ghana, as part of its programme to divest state-owned companies, is offering the assets of GIHOC Pwalugu Cannery for sale.

ENTERPRISE PROFILE

Pwalugu Cannery is not operating at present but was one of the leading canneries in Ghana with an excellent reputation for quality products.

Pwalugu Cannery produced tomato paste and puree and operated profitably despite canning tomato products for only part of the year. It is situated in the centre of prime vegetable farming land close to two major irrigation schemes which allow produce to be grown all year round.

The potential for its profitable development is substantial. Most tomato products are currently imported and these can be replaced by locally canned products. There is also the potential to export to neighbouring states where similar products are also mainly imports. The market for tomato products alone is sufficient but this can be supplemented with the canning of other vegetable products thus developing a profitable year round operation.

BID INFORMATION

Interested investors should apply for the selling document which contains details of Pwalugu Cannery, its market and Ghana. Bid requirements will also be included and the closing date for bids to be received is Friday 30th May, 1997. Visits to inspect Pwalugu Cannery are welcomed.

Documents can be obtained by writing to or faxing the consultants retained by the Divestiture Implementation Committee on behalf of Government, namely:

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دكان من النجيل